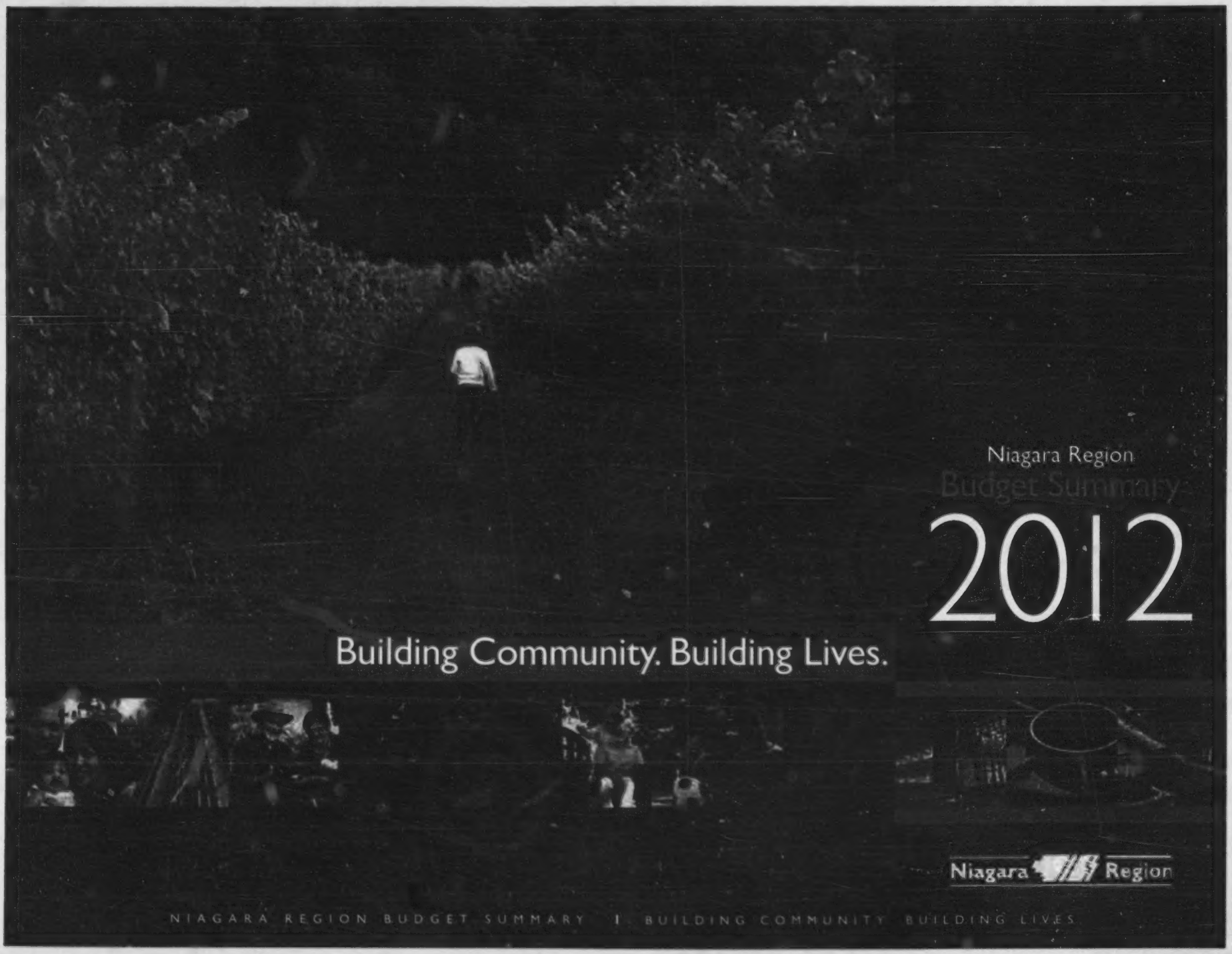

Niagara Region

Budget Summary 2012

Building Community. Building Lives.

Niagara Region

On behalf of Corporate Services and the Budget Review Committees, we are pleased to submit the 2012 levy, rate and capital budget summaries, approved by Regional Council on Dec. 1, 2011.

This budget summary provides the details of expenditures and revenues by department and program area of service. More importantly, it provides the resource plan for the delivery of council business priorities. This year's budget incorporates a number of initiatives and services designed to improve the responsiveness and effectiveness of Niagara Region and support Regional council's four-year business plan. Among them are investments in key areas, such as:

- Inter-municipal transit
- Supporting on-going affordability initiatives through the Responsive Region Improvement Team, concentrating on process improvements
- Funding a new economic development model that will support business growth and job creation to address the 41 per cent increase in social assistance caseloads since 2008
- Increased funding for Smarter Niagara Incentive Programs from $750,000 to $1 million; to support sustainable community development by leveraging private sector investment
- Supporting the recent Cultural Capital of Canada designation, leveraging $1.6 million in federal grants to support arts and culture
- Investing $56 million in water and wastewater treatment, transmission and collection infrastructure
- Investing $37 million in Regional road rehabilitation
- Expanding waste management diversion initiatives, including the public space recycling and multi-residential organics programs
- Funding to community services which supports an average of 77,228 clients a day, including: social assistance for over 18,000 adults and children, over 15,000 Ontario Disability Support Program cases, 9,500 clients served as part of the homeless program, 9,000 children as part of children's services programs, 1,500 clients served in long-term care facilities, and over 4,000 in community programs
- On-going funding for public health initiatives such as: education for over 4,000 families in the new babies program, dental health screenings for over 22,000 children, mental health programs helping over 17,000 clients, thousands of food and tobacco control inspections per year, answering over 4,000 calls on the Parent Talk line, and responding to over 72,000 emergency medical service (ambulance) calls per year

	Levy Budget	Rate Budget	Operating Budget	Capital	Total
Expenses	618,859,988	159,352,819	778,212,807	148,972,539	927,185,346
Revenues	324,315,808	20,283,025	344,598,833	20,833,677	365,432,510
Net Total	**294,544,180**	**139,069,794**	**433,613,974**	**128,138,862**	**561,752,836**

On Dec. 1, 2011, Regional council approved a 2012 tax levy increase of 3.22 per cent after assessment growth. The average homeowner with a residence valued at $227,147 will experience a 3.14 per cent or $41 tax increase. In the past five years (2008-2012) the cumulative Niagara Region tax levy after assessment growth is 2.97 per cent.

This budget cycle balances taxpayer affordability and sustainable funding considerations for community programs and service needs.

The combined water and wastewater household impact for 2012 is estimated at an average increase of $14. The wholesale variable water rate to the local municipalities decreased by 1.3 per cent in 2012. The wholesale fixed water requisition to municipalities increased 0.02 per cent, while the wholesale fixed wastewater requisition increased by an average of 4.33 per cent. The waste management impact per household is estimated at an average decrease of $2 per household. These impacts will vary per household based on the local area municipality.

The capital budget is submitted for approval annually and contains planned capital expenditures.

Financial analysis coupled with long-term planning is prepared with a goal of striking a balance between affordability and sustainability.

Capital projects included in the 2012 budget have been considered thoroughly and provided in summary in the 2012 capital budget (page 13).

Council approved a total capital budget of $148,972,539 for 2012.

We would like to extend our appreciation for the support and hard work offered by council and staff and for their dedication to the budget process.

Respectfully Submitted:

Gary Burroughs
Regional Chair

Dave Augustyn, Co-Chair
Corporate Services Committee
& Chair Budget Review
Committee of the Whole

Henry D'Angela, Co-Chair
Corporate Services Committee
& Vice-Chair Budget Review
Committee of the Whole

Mike Trojan
Chief Administrative Officer

Brian Hutchings
Commissioner of Corporate
Services/Treasurer

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Corporate Management Team

Mike Trojan, CAO

Dr. Valerie Jaeger
Medical Officer of Health

Katherine Chislett
Commissioner,
Community Services

Brian Hutchings,
Commissioner,
Corporate Services

Ken Brothers,
Commissioner,
Public Works

Patrick Robson,
Commissioner,
Integrated Community
Planning

Regional Council Committees

[redacted]

Office of the Chief Administrative Officer

[redacted]

Boards and Agencies - 2012

Provincial Offences Act

Ken Beaman, Chair
Bill Bernard, Associate Director, Court Service

Police Services Board

Henry D'Angela, Chair
Todd Shoalts, Vice-Chair
Deb Morton, Executive Director

Niagara Peninsula Conservation Authority

Bart Maves, Chair
Tony D'Amario, Chief Administrative Officer/Secretary-Treasurer

***Niagara Economic Development Corporation**

Gary Burroughs, Chair

Niagara Regional Housing

Karen Murray, Chair
Lora Beckwith, General Manager

Other Supporting Services

Auditors

KPMG
Chartered Accountants

Fiscal Agents

National Bank Financial Inc.
RBC Capital Markets
CIBC World Markets Inc.

Fiscal Solicitor

Borden Ladner Gervais

Insurance Broker

HUB International Ontario Limited

Banker

The Royal Bank of Canada

** at the time of printing*

Regional Council and Chair

Regional Chair:
Gary Burroughs

Cities

Niagara Falls:
Jim Diodati, Mayor
Barbara Greenwood
Bart Maves
Selina Volpatti
Brian Heit
Ronna Katzman
Andrew Petrowski
Bruce Timms
Tim Rigby

Port Colborne:
Vance Badawey, Mayor
David Barrick

St. Catharines:
Brian McMullan, Mayor
Alan Caslin

Thorold:
Ted Luciani, Mayor
Henry D'Angela

***Welland:**
Barry Sharpe, Mayor
George Marshall

Towns

Fort Erie:
Douglas Martin, Mayor
John Teal

Grimsby:
Bob Bentley, Mayor
Debbie Zimmerman

Lincoln:
Bill Hodgson, Mayor
Mark Bylsma

Niagara-On-The-Lake:
Dave Eke, Mayor
Dave Lepp

Pelham:
Dave Augustyn Mayor
Brian Baty

Townships

Wainfleet:
April Jeffs, Mayor

West Lincoln:
Douglas Joyner, Mayor

**A by-election for the third Regional Council representative is scheduled for March 26, 2012.*

Senior Appointed Officials – 2012 Budget

Chief Administrative Officer
Mike Trojan

Regional Clerk
Kevin Bain

Commissioner of Corporate Services/Treasurer
Brian Hutchings

Commissioner of Community Services
Katherine Chislett

Commissioner of Integrated Community Planning
Patrick Robson

Commissioner of Public Health & Medical Officer of Health
Dr. Valerie Jaeger

Commissioner of Public Works
Ken Brothers

Boards and Agencies – 2012

Provincial Offences Act
Ken Beaman, Chair
Bill Bernard, Associate Director Court Services

Niagara Regional Housing
Karen Murray, Chair
Lora Beckwith, General Manager

Niagara Peninsula Conservation Authority
Bart Maves, Chair
Tony D'Amario, CAO/Secretary-Treasurer

Police Services Board
Todd Shoalts, Acting Chair
Deb Morton, Executive Director

Niagara Economic Development Corporation
Gary Burroughs, Chair

Other Supporting Services – 2012

Auditor
KPMG Chartered Accountants

Banker
Royal Bank of Canada

Fiscal Agents
RBC Capital Markets
National Bank Financial Inc.
CIBC World Markets Inc.

Fiscal Solicitor
Borden Ladner Gervais

Insurance Broker
HUB International Ontario Limited

Staff Complement Full Time Equivalents

	2011	2012
Administration	**7.0**	**7.0**
Corporate Services Department		
Administrative Services	5.0	5.0
Financial Management & Planning	30.6	30.6
IT Solutions	52.0	52.0
Legal Services	9.0	9.0
Facilities	43.2	43.2
Human Resources Services	42.7	42.7
Sub-Total	**182.5**	**182.5**
Economic Development	**15.0**	**15.0**
Integrated Community Planning Department		
Clerk's Office	25.0	24.0
I.C.P.	28.0	28.0
Sub-Total	**53.0**	**52.0**
Community Services Department		
Commissioner	2.0	2.0
Operational Support Services Division	16.6	16.6
Operational Support Services - Social Housing	4.5	4.5
Social Assistance & Employment Opportunities	201.4	201.4
Children's Services Division	77.9	77.9
Seniors Services Division	798.9	797.9
Housing, Hostels & Homelessness	1.0	1.0
Sub-Total	**1,102.2**	**1,101.2**
Public Works Department		
Administrative Services	11.0	11.0
Engineering Services/Transportation	200.6	200.6
Sub-Total	**211.6**	**211.6**
Public Health Department		
General Programs	243.3	242.3
Emergency Services	295.8	295.8
100% Funded Programs	100.0	100.0
Sub-Total	**639.1**	**638.1**
Sub-Total Regional Departments	**2,210.3**	**2,207.3**
Boards and Agencies		
Provincial Offences Act	25.0	27.0
Niagara Regional Housing	43.0	43.0
Niagara Peninsula Conservation Authority	53.5	53.5
Niagara Regional Police Services	1,023.0	1,024.0
Sub-Total Boards and Agencies	**1,144.5**	**1,147.5**
Total Regional (Tax Supported)	**3,354.8**	**3,354.8**
Water Treatment	99.0	100.0
Wastewater Treatment	129.6	129.6
Waste Management	33.6	33.6
Sub-Total	**262.2**	**263.2**
Grand Total	**3,617.0**	**3,618.0**

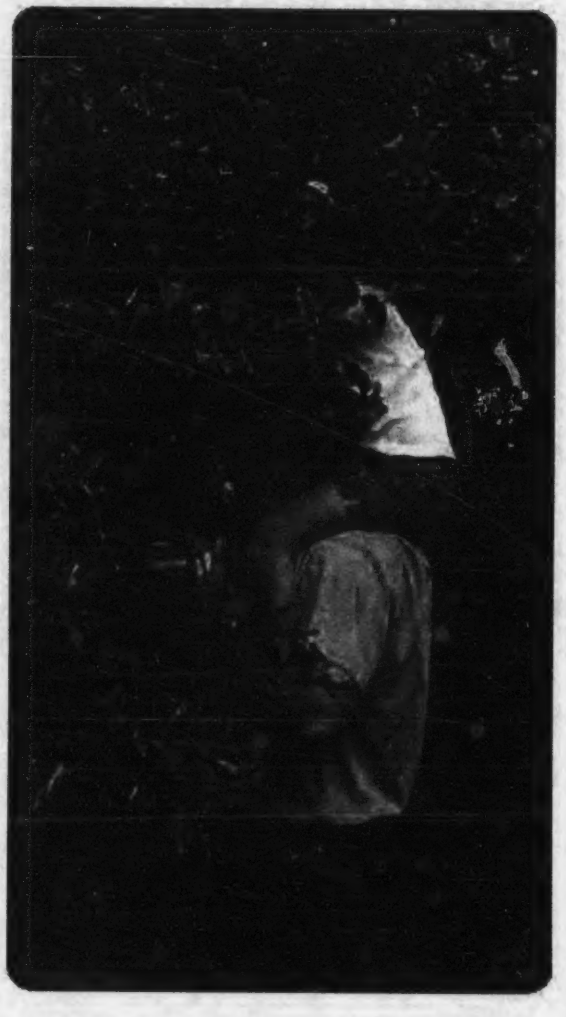
Consolidated 2012 Budget

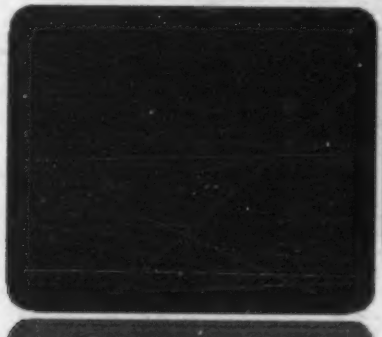
The 2012 operating budget consists of $778.2 million of revenue and expenditures as follows:

	2011 Budget $	2012 Budget $	2012 Change $
Revenue			
Levy	(300,530,189)	(311,499,180)	(10,968,991)
Rate Requisitions	(102,442,355)	(105,069,066)	(2,626,711)
Grants	(213,889,525)	(223,918,325)	(10,028,800)
Fees & Service Charges	(69,072,854)	(69,509,143)	(436,289)
Other Revenue	(53,454,665)	(60,439,064)	(6,984,399)
Transfers to and from Reserves	(10,670,422)	(7,778,029)	2,892,393
Total Revenue	**(750,060,010)**	**(778,212,807)**	**(28,152,797)**
Expenses			
Departments	342,516,332	354,485,942	11,969,610
Police	135,763,593	139,976,841	4,213,248
Boards & Agencies	61,887,022	64,239,228	2,352,206
General Government	50,261,053	54,082,977	3,821,924
Other Funding	6,075,219	6,075,000	(219)
Rates	153,556,791	159,352,819	5,796,028
Total Expenses	**750,060,010**	**778,212,807**	**28,152,797**
Net Revenue/(Deficit)	-	-	-

2012 Operating Budget Revenue Summary

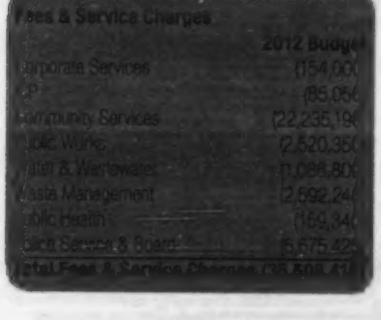
		2011 Budget $	2012 Budget $	2012 Change $
Levy	Levy	(282,829,024)	(294,544,180)	(11,715,156)
	Payments in Lieu	(13,483,346)	(12,740,000)	743,346
	Supplemental	(4,217,819)	(4,215,000)	2,819
Subtotal Levy		**(300,530,189)**	**(311,499,180)**	**(10,968,991)**
Rates Requisitions	Wastewater	(60,424,071)	(63,042,626)	(2,618,555)
	Water	(42,018,284)	(42,026,440)	(8,156)
	Waste	(33,923,668)	(34,000,728)	(77,060)
Subtotal Rate		**(136,366,023)**	**(139,069,794)**	**(2,703,771)**
Total Taxation		**(436,896,212)**	**(450,568,974)**	**(13,672,762)**
Fees & Service Charges		(35,149,185)	(35,508,415)	(359,229)
Transfers to and (from) Reserves and Reserve Funds		(10,670,422)	(7,778,029)	2,892,393
		(750,060,010)	**(778,212,807)**	**(28,152,797)**





Transfers to and (from) Reserves & Reserve Funds

	2012 Budget
Prior Year General Surplus	(2,836,664)
Taxpayer Relief	(1,725,000)
Police Surplus - ND	-
Sick Leave	(225,000)
CERT	(15,000)
NPCA	(300,000)
NRH	(700,000)
Niagara College	-
Corporate Services	(61,900)
ICP	(506,582)
Community Services	(937,883)
Public Works	(550,000)
Water & Wastewater	(600,000)
Waste Management	-
Police Service & Board	(320,000)
Investment Income Allocation	1,000,000
Total Transfer to and (from) Reserves and Reserve Funds	**(7,778,029)**



2012 Operating Budget Revenue Summary

Description		2011 Budget $	2012 Budget $	2012 Change $
Levy	Levy	(282,829,024)	(294,544,180)	(11,715,156)
	Payments in Lieu	(13,483,346)	(12,740,000)	743,346
	Supplemental	(4,217,819)	(4,215,000)	2,819
Subtotal Levy		**(300,530,189)**	**(311,499,180)**	**(10,968,991)**
Rates Requisitions	Wastewater	(60,424,071)	(63,042,626)	(2,618,555)
	Water	(42,018,284)	(42,026,440)	(8,156)
	Waste	(33,923,668)	(34,000,728)	(77,060)
Subtotal Rate		**(136,366,023)**	**(139,069,794)**	**(2,703,771)**
Total Taxation		**(436,896,212)**	**(450,568,974)**	**(13,672,762)**
Grants		(213,889,525)	(223,918,325)	(10,028,800)
Fees & Service Charges		(35,149,186)	(35,508,415)	(359,229)
Other Revenue		(53,454,665)	(60,439,064)	(6,984,399)
Transfers to and (from) Reserves and Reserve Funds		(10,670,422)	(7,778,029)	2,892,393
		(750,060,010)	**(778,212,807)**	**(28,152,797)**

Grants:

	2012 Budget
Capital Financing	(1,599,270)
ICP	(28,875)
Community Services	(164,591,511)
Public Works	(233,221)
Waste Management	(3,825,228)
Public Health	(28,561,489)
EMS	(20,502,438)
Police Service & Board	(4,576,293)
Total Grants	**(223,918,325)**

Other Revenue

	2012 Budget
Investment Income	(12,325,000)
POA	(9,076,049)
NRH	(22,022,272)
Waste Management	(11,892,772)
Other	(3,627,106)
Police Service & Board	(1,495,865)
Total Other Revenue	**(60,439,064)**

Fees & Service Charges

	2012 Budget
Corporate Services	(154,000)
ICP	(85,056)
Community Services	(22,235,198)
Public Works	(2,520,350)
Water & Wastewater	(1,086,800)
Waste Management	(2,592,246)
Public Health	(159,340)
Police Service & Board	(6,675,425)
Total Fees & Service Charges	**(35,508,415)**

Transfers to and (from) Reserves & Reserve Funds

	2012 Budget
Prior Year General Surplus	(2,836,664)
Taxpayer Relief	(1,725,000)
Police Surplus - ND	-
Sick Leave	(225,000)
CERT	(15,000)
NPCA	(300,000)
NRH	(700,000)
Niagara College	-
Corporate Services	(61,900)
ICP	(506,582)
Community Services	(937,883)
Public Works	(550,000)
Water & Wastewater	(600,000)
Waste Management	-
Police Service & Board	(320,000)
Investment Income Allocation	1,000,000
Total Transfer to and (from) Reserves and Reserve Funds	**(7,778,029)**

2012 Operating Summary by Department

	2011 Gross Expenditure	2011 Revenue	2011 Net Expenditure	2012 Gross Expenditure	2012 Revenue	2012 Net Expenditure	2012 $ Gross Change	2012 % Gross Change	2012 $ Net Change	2012 % Net Change	See Page
Corporate Administration	2,343,316	-	2,343,316	2,351,586	(35,125)	2,316,461	8,270	0.35%	(26,855)	-1.15%	18
Community Services	216,312,991	(180,193,195)	36,119,796	224,516,048	(188,130,754)	36,385,294	8,203,057	3.79%	265,498	0.74%	19
Corporate Services	14,054,615	(1,050,453)	13,004,162	14,445,149	(1,197,310)	13,247,839	390,534	2.78%	243,677	1.87%	21
Economic Development	1,896,128	-	1,896,128	1,947,323	-	1,947,323	51,195	2.70%	51,195	2.70%	23
Integrated Community Planning	7,063,367	(890,038)	6,173,329	7,577,184	(781,513)	6,795,671	513,817	7.27%	622,342	10.08%	24
PH: Health Programs	35,426,719	(28,601,951)	6,824,768	36,281,206	(29,377,896)	6,903,310	854,487	2.41%	78,542	1.15%	26
PH: Emergency Services	36,295,024	(20,345,058)	15,949,966	36,619,453	(20,522,438)	16,097,015	324,429	0.89%	147,049	0.92%	26
Public Works	29,124,172	(5,169,281)	23,954,891	30,747,993	(4,320,434)	26,427,559	1,623,821	5.58%	2,472,668	10.32%	28
Regional Departments	**342,516,332**	**(236,249,976)**	**106,266,356**	**354,485,942**	**(244,365,470)**	**110,120,472**	**11,969,610**	**3.49%**	**3,854,116**	**3.63%**	
Police Services & Board	133,745,683	(11,635,998)	122,109,685	137,958,931	(13,067,583)	124,891,348	4,213,248	3.15%	2,781,663	2.28%	
Police Services & Board Interim Facilities	2,017,910	(2,017,910)	-	2,017,910	-	2,017,910	-	0.00%	2,017,910	100.00%	31
Police Services & Board	**135,763,593**	**(13,653,908)**	**122,109,685**	**139,976,841**	**(13,067,583)**	**126,909,258**	**4,213,248**	**3.10%**	**4,799,573**	**3.93%**	
POA	6,579,143	(7,533,309)	(954,166)	8,076,049	(9,076,049)	(1,000,000)	1,496,906	22.75%	(45,834)	4.80%	33
Niagara Regional Housing	48,622,942	(22,854,877)	25,768,065	49,306,075	(22,722,272)	26,583,803	683,133	1.40%	815,738	3.17%	34
NPCA	6,684,937	(300,000)	6,384,937	6,857,104	(300,000)	6,557,104	172,167	2.58%	172,167	2.70%	35
Outside Boards & Agencies	**61,887,022**	**(30,688,186)**	**31,198,836**	**64,239,228**	**(32,098,321)**	**32,140,907**	**2,352,206**	**3.80%**	**942,071**	**3.02%**	
Property Assessment	5,739,916	-	5,739,916	5,912,113	-	5,912,113	172,197	3.00%	172,197	3.00%	36
911 Emergency Phone	1,109,181	-	1,109,181	1,207,888	-	1,207,888	98,707	8.90%	98,707	8.90%	36
NHS Facility & Other Support	1,501,925	(95,000)	1,406,925	1,056,473	-	1,056,473	(445,452)	-29.66%	(350,452)	-24.91%	36
Responsive Region	-	-	-	200,000	-	200,000	200,000	100.00%	200,000	100.00%	36
General Expenses	1,709,505	(251,250)	1,458,255	4,199,230	(343,500)	3,855,730	2,489,725	145.64%	2,397,475	164.41%	36
Debt Charges	31,259,009	(1,619,265)	29,639,744	32,565,756	(1,599,270)	30,966,486	1,306,747	4.18%	1,326,742	4.48%	36
Capital Levy	8,941,517	-	8,941,517	8,941,517	-	8,941,517	-	0.00%	-	0.00%	36
General Government	**50,261,053**	**(1,965,515)**	**48,295,538**	**54,082,977**	**(1,942,770)**	**52,140,207**	**3,821,924**	**7.60%**	**3,844,669**	**7.96%**	
	590,428,000	**(282,557,585)**	**307,870,415**	**612,784,988**	**(291,474,144)**	**321,310,844**	**22,356,988**	**3.79%**	**13,440,429**	**4.37%**	
Payments in Lieu	-	(13,483,346)	(13,483,346)	-	(12,740,000)	(12,740,000)	-	0.00%	743,346	-5.51%	11
Tax Revenue - Supp Taxes	-	(4,217,819)	(4,217,819)	-	(4,215,000)	(4,215,000)	-	0.00%	2,819	-0.07%	11
Tax Revenue - Written Off	5,690,319	-	5,690,319	5,487,857	-	5,487,857	(202,462)	-3.56%	(202,462)	-3.56%	
Tax Rebates	384,900	-	384,900	587,143	-	587,143	202,243	52.54%	202,243	52.54%	
Prior Year General Surplus	-	(2,836,664)	(2,836,664)	-	(2,836,664)	(2,836,664)	-	0.00%	-	0.00%	11
Taxpayer Relief Reserve	-	-	-	-	(1,725,000)	(1,725,000)	-	0.00%	(1,725,000)	100.00%	11
Provincial Grant - Pay Equity	-	(200,000)	(200,000)	-	-	-	-	0.00%	200,000	-100.00%	
Investment Income	-	(10,378,781)	(10,378,781)	-	(11,325,000)	(11,325,000)	-	0.00%	(946,219)	9.12%	11
Other Funding	**6,075,219**	**(31,116,610)**	**(25,041,391)**	**6,075,000**	**(32,841,664)**	**(26,766,664)**	**(219)**	**0.00%**	**(1,725,273)**	**6.89%**	
	596,503,219	**(313,674,195)**	**282,829,024**	**618,859,988**	**(324,315,808)**	**294,544,180**	**22,356,769**	**3.75%**	**11,715,156**	**4.14%**	
SS Wastewater	61,457,971	(1,033,900)	60,424,071	64,376,526	(1,333,900)	63,042,626	2,918,555	4.75%	2,618,555	4.33%	40
SS Water	42,357,163	(338,879)	42,018,284	42,665,319	(638,879)	42,026,440	308,156	0.73%	8,156	0.02%	39
SS Waste	49,741,657	(15,817,989)	33,923,668	52,310,974	(18,310,246)	34,000,728	2,569,317	5.17%	77,060	0.23%	42
Self Supporting	**153,556,791**	**(17,190,768)**	**136,366,023**	**159,352,819**	**(20,283,025)**	**139,069,794**	**5,796,028**	**3.77%**	**2,703,771**	**1.98%**	
	750,060,010	**(330,864,963)**	**419,195,047**	**778,212,807**	**(344,598,833)**	**433,613,974**	**28,152,797**	**3.75%**	**14,418,927**	**3.44%**	

2012 Capital Summary by Project

The total gross capital budget approved by council for $148,972,539 consists of 116 capital projects. The approved projects and related financing summary are as follows:

Project Name		Capital Approval	Capital Levy	Debt	Reserves	Development Charges	Area Municipality	Gas Tax	Other External
General Government									
ZGG1201 Emergency Capital Levy Programs		1,000,000	(1,000,000)						
IT Solutions									
ZGC1202 IT Asset Replacement		1,700,000	(1,700,000)						
ZGC1203 IT Asset Replacement (2)		500,000							(500,000)
ZGC0903 Enterprise Content Management		300,000	(300,000)						
	Total	**2,500,000**	**(2,000,000)**						**(500,000)**
Properties Management									
ZGD0903 Council Chambers		1,650,000		(1,650,000)					
ZGD1105 IT Server Building		3,000,000		(3,000,000)					
ZGD1107 POA Facilities Renewal		500,000			(500,000)				
ZGD1204 Regional Building Improvement Program		2,090,000	(40,000)	(2,050,000)					
ZGD1111 Renew PH Facilities - Long Term Accomodation Strategy		1,500,000		(1,500,000)					
ZGR1002 Renew EMS Bldgs - Long Term Accomodation Strategy		2,500,000		(2,500,000)					
ZGD1109 Survey Asset Replacement		40,000	(40,000)						
	Total	**11,280,000**	**(80,000)**	**(10,700,000)**	**(500,000)**				
Integrated Community Planning									
ZPL1201 Niagara's 'Open Window' to Regional Government		70,000	(70,000)						
ZPL1202 Mailroom sorter, stuffer		40,000	(40,000)						
	Total	**110,000**	**(110,000)**						
Community Services									
ZSC1206 Roof Replacement		66,000	(66,000)						
ZSC1207 Resident Care Equipment		315,000	(250,000)		(65,000)				
ZSC1208 Bed Replacement		90,000	(90,000)						
ZSC1209 Capital Improvements/Replacements		391,000	(200,000)		(191,000)				
ZSC1210 Machinery/Equipment		335,100	(144,000)		(191,100)				
ZSC1211 Day Care Centre Capital		100,000	(100,000)						
	Total	**1,297,100**	**(850,000)**		**(447,100)**				
Public Health & EMS									
ZGR1201 Ambulance & Equipment Replacement		1,450,000	(725,000)		(725,000)				
ZGR1203 CBRNE Trucks		400,000	(200,000)		(200,000)				
	Total	**1,850,000**	**(925,000)**		**(925,000)**				
Fleet									
ZSS1202 Vehicle & Equipment Replacement Program		3,346,000			(3,346,000)				
Transportation									
ZRC1213 Annual - Development Related Projects		1,000,000							(1,000,000)
ZRC1214 Annual - Engineering for future projects		200,000	(200,000)						
ZRC1215 Annual - Guide Rail Improvement Program		300,000	(300,000)						

2012 Capital Project List

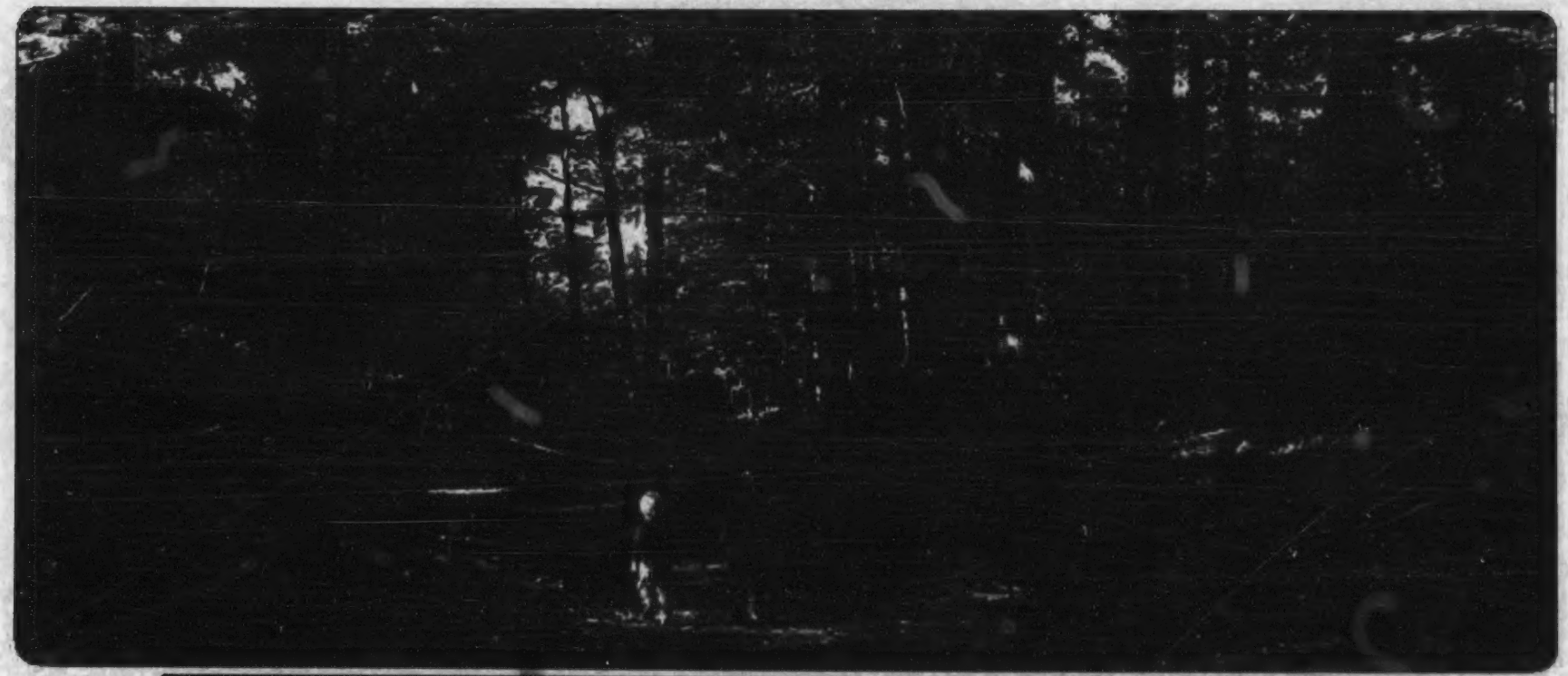
	Project Name	Capital Approval	Capital Levy	Debt	Reserves	Development Charges	Area Municipality	Gas Tax	Other External
Transportation									
ZRC1216	Annual - Guide Rail Installation Program	50,000	(50,000)						
ZRC1217	Annual - Illumination Installation	300,000	(300,000)						
ZRC1218	Annual - Major Culvert Replacement Program	50,000	(50,000)						
ZRC1219	Annual - Miscellaneous Road Properties	170,000	(170,000)						
ZRC1220	Annual - Railway Crossing Improvement	50,000	(50,000)						
ZRC1233	Annual - Sign Processing Equipment	30,000	(30,000)						
ZRC1234	Annual - Storm Sewer Program	400,000	(400,000)						
ZRC1235	Annual - Traffic Signal Program (Signal Rehab 1.2M, New Signals 450K, Beacons 40K, property 30K)	1,720,000		(1,720,000)					
ZRC0940	Cpcty. Imprv. - Hwy 406 - New interchange from Interchange at First / Third	1,000,000	(150,000)			(850,000)			
ZRC1236	Cpcty. Imprv. - New Escarpment Crossing	200,000	(200,000)						
ZRC1237	Cpcty. Imprv. - Niagara St. - 4 to 5 lane from Quaker Rd to Woodlawn Rd.	2,700,000	(105,000)			(2,295,000)	(300,000)		
ZRC0626	Cpcty. Imprv. - Old Hwy 20 - 2 to 4/5 lanes from Phase 3 - Station Street to Rice Rd	3,650,000				(1,025,000)	(650,000)	(1,975,000)	
ZRC0938	Cpcty. Imprv. - Woodlawn Rd - 2 to 4 lane from Phase 3 - First St to Rice Rd	2,800,000				(1,850,000)	(100,000)	(850,000)	
ZRC1238	Ferry St from Stanley Ave to Main (Cost share with City)	1,600,000	(600,000)					(1,000,000)	
ZRC1239	Int. Imprv. - Niagara Stone Rd @ Hunter Road	400,000	(75,000)			(225,000)			(100,000)
ZRC0803	Int. Imprv. - St. Paul Street West @ Vansickle Road and First Street Louth	2,000,000		(1,420,000)		(580,000)			
ZRC1240	Rds Equip. Prgm - Equipment Replacement	200,000	(5,000)		(195,000)				
ZRC1241	Rds Rehab - Canborough Road from Townline Rd to Regional Road 20	1,100,000	(225,000)				(200,000)	(675,000)	
ZRC0812	Rds Rehab - Canoboro Rd @ Warner	1,300,000		(1,300,000)					
ZRC1011	Rds Rehab - Lakeshore Rd Phase 1 from Geneva to Bradmon Drive	6,300,000		(2,290,000)		(2,460,000)	(1,550,000)		
ZRC1242	Rds Rehab - Lakeshore Rd Phase 2 from Lakeport to Lake Street	350,000	(350,000)						
ZRC1243	Rds Rehab - Mountain Road from Phase 3 Kalar to Dorchester	2,200,000	(400,000)				(200,000)	(1,600,000)	
ZRC1006	Rds Rehab - Niagara St from Vine to Carlton	770,000	(770,000)						
ZRC0539	Rds Rehab - Stanley Avenue from Whirlpool Road to Valley Way	3,100,000	(400,000)				(1,200,000)	(1,500,000)	
ZRC1244	Rds Rehab c/w bike lanes - Lakeshore Rd from Townline Rd to Creek Rd	150,000	(150,000)						
ZRC0236	Realignmemt - St. Paul Street West from Ninth St to Seventh St	3,100,000	(600,000)					(2,500,000)	
ZRC1245	Roads Resurfacing Program	6,100,000		(6,100,000)					
ZRC0930	Struc Rehab - Beechwood Bridge (Str. 070205 over CNR)	1,500,000	(500,000)					(1,000,000)	
ZRC0944	New Burgoyne Bridge (Str. 081220 Over Hwy 406 & 12 Mile Creek)	4,000,000		(2,000,000)				(2,000,000)	
ZRC0548	Struc Rehab - Central Ave Bridge (Str. 124205 over CNR)	500,000	(500,000)						
ZRC1249	Struc Rehab - Mewburn Road (@ CNR Tracks)	200,000	(200,000)						
ZRC1246	Struc Rehab - MTO Cost Sharing (QEW through St. Catharines)	4,200,000		(2,485,000)		(1,715,000)			
ZRC1026	Struc Rehab - Niagara St Bridge (Str. 050205 Over Welland River)	200,000	(200,000)						
ZRC1247	Struc Rehab - OPG Bridges (Str. 067205 & Str. 050215 over Gibson Lake)	400,000							(400,000)
ZRC1248	Struc Rehab - Structural Rehabilitaton Program - Region Wide (0)	200,000	(200,000)						
	Total	**54,490,000**	**(7,180,000)**	**(17,315,000)**	**(195,000)**	**(11,000,000)**	**(4,200,000)**	**(13,100,000)**	**(1,500,000)**
Water									
ZCW1205	WM Prg - Security of Supply - Zone 2	200,000			(200,000)				
ZCW1206	WM Prg - Security of Supply - Fenwick	150,000			(49,000)	(101,000)			
ZCW1207	WTP Upgrade Prg - Roof replacement program at Water facilities	700,000			(700,000)				
ZCW1208	WTP Upgrade Prg - Niagara Falls WTP upgrades to settling tanks	5,000,000			(5,000,000)				
ZCW1209	WTP Upgrade Prg - Port Colborne WTP upgrade	500,000			(500,000)				

2012 Capital Project List

Project Name		Capital Approval	Capital Levy	Debt	Reserves	Development Charges	Area Municipality	Gas Tax	Other External
ZCW1210	WTP Upgrade Prg - Grimsby WTP Replace highlift pumps	300,000			(300,000)				
ZCW1211	WTP Upgrade Prg - Niagara Falls WTP upgrade	300,000			(300,000)				
ZCW1212	WTP Upgrade Prg - All WTP's GAC Replacement program	500,000			(500,000)				
ZCW1213	WTP Upgrade Prg - Process Waste Optimization (Decew and Grimsby)	100,000			(100,000)				
ZCW1214	Misc Prg - Reservoir & Storage Upgrades Program	250,000			(250,000)				
ZCW1215	Misc Prg - Valve Chamber Upgrade Program	750,000			(750,000)				
ZCW1003	WTP Upgrade Prg - Decew WTP upgrade	12,000,000			(12,000,000)				
ZCW1216	Misc Prg - Elevated Tank painting program	1,200,000			(1,200,000)				
ZCW1217	Misc Prg - Master Meter Replacement Program	200,000			(200,000)				
	Total	22,150,000			(22,049,000)	(101,000)			
Wastewater									
ZSW1206	Wet Weather Flow/CSO Control Program	3,300,000			(3,300,000)				
ZSW1207	WWTP Upgrade Prg - Port Weller WWTP Upgrade	250,000			(250,000)				
ZSW1208	WWTP Upgrade Prg - NF WWTP Upgrade	500,000			(500,000)				
ZSW0716	WWTP Upgrade Prg - Anger Ave WWTP Upgrade Phase 2	1,500,000			(1,500,000)				
ZSW1209	WWTP Upgrade Prg - Welland WWTP Upgrade	1,500,000			(1,500,000)				
ZSW1222	WWTP Upgrade Prg - Baker Road WWTP Upgrade	180,000			(180,000)				
ZSW1210	WWTP Upgrade Prg - WWTP Digester / Sludge Management Program	1,000,000			(1,000,000)				
ZSW1211	WWTP Upgrade Prg - SCADA and Instrumentation Upgrade program	250,000			(250,000)				
ZSW1212	Sewer & Forcemain Prg - Park Road Sewer Replacement	5,000,000			(5,000,000)				
ZSW1213	Sewer & Forcemain Prg - Manhole Rehabilitation Program	150,000			(150,000)				
ZSW1214	Sewer & Forcemain Prg - Ridgeway Sewer Upgrade	200,000			(200,000)				
ZSW1215	Sewer & Forcemain Prg - North Shore Drive Sewer Upgrade	150,000			(150,000)				
ZSW1216	Sewer & Forcemain Prg - QEW Crossing Sewer Upgrade	800,000			(800,000)				
ZSW1217	PS Capacity Expansion Prg - Smithville PS capacity upgrade Phase I	10,000,000			(5,106,000)	(4,894,000)			
ZSW1218	Pump Station Improvement Program	8,200,000			(8,200,000)				
ZSW1219	Misc Prgm - Roof Replacement Program	250,000			(250,000)				
ZSW1220	Misc Prgm - Garner Road Upgrades	1,000,000			(1,000,000)				
ZSW1221	Misc Prgm - Biosolids Management Upgrade	100,000			(100,000)				
	Total	34,330,000			(29,436,000)	(4,894,000)			
Waste Management									
ZGL1213	Property Acquisition	200,000			(200,000)				
ZGL1004	Humberstone - Capping Works	565,000			(565,000)				
ZGL1214	Humberstone - Leachate Collection System Upgrades	150,000			(150,000)				
ZGL0903	Humberstone - Landfill Gas System	2,115,000			(2,115,000)				
ZGL1124	Humberstone - Environmental Assessment for Vertical Expansion	400,000			(400,000)				
ZGL1215	Humberstone - Effluent Discharge Capacity Upgrade	50,000			(50,000)				
ZGL1216	Niagara Region 12 - New Leachate Forcemain	525,000			(525,000)				
ZGL1217	Mountain Road - Landfill Gas Systems	200,000			(200,000)				
ZGL1007	Mountain Road - Leachate Collection System Upgrades	450,000			(450,000)				
ZGL1218	Glenridge Quarry - Leachate Collection System Extension	50,000			(50,000)				
ZGL1219	Recycling Centre - Facility Improvements	995,000			(995,000)				
	Total	5,700,000			(5,700,000)				

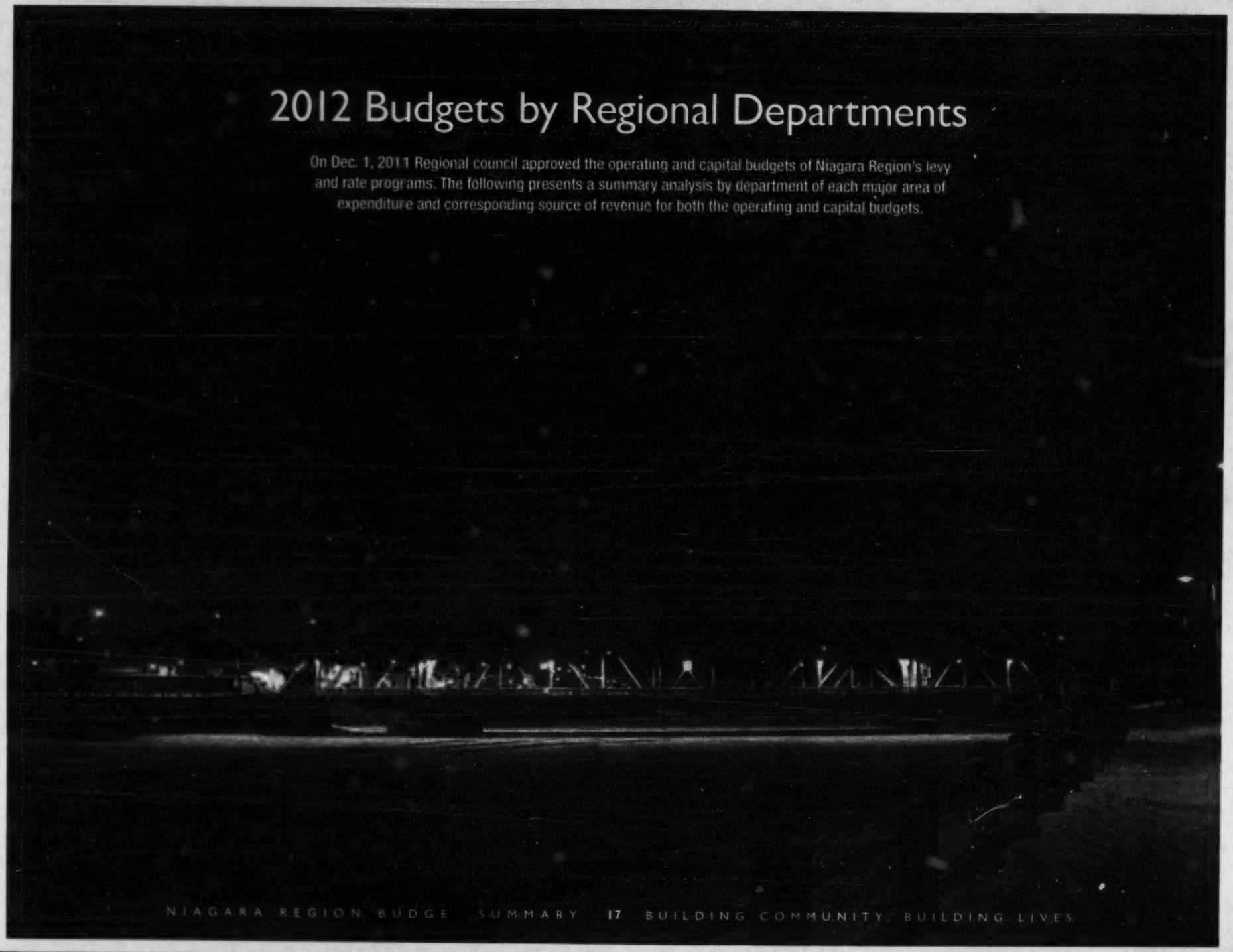
2012 Capital Project List

Project Name		Capital Request	Capital Levy	Debt	Reserves	Development Charges	Area Municipality	Gas Tax	Other External
Niagara Regional Police Service									
ZP01209	Vehicles	1,620,000			(1,620,000)				
ZP01210	IT Equipment Replacement	800,000			(800,000)				
ZP01211	Network & telecom. Infrastructure	200,000			(200,000)				
ZP01212	Capital Asset Acquisitions	108,589			(108,589)				
	Total	**2,728,589**			**(2,728,589)**				
Niagara Regional Housing									
ZRH1202	Building Capital	1,150,470		(690,549)	(99,144)				(360,777)
ZRH1203	Units Capital	2,156,608		(1,304,276)	(179,432)				(672,900)
ZRH1204	Grounds Capital	263,772		(263,772)					
ZRH1205	Emergency Capital	120,000			(120,000)				
ZRH1206	Community Remediation - COM 33-2010	4,500,000		(4,500,000)					
	Total	8,190,850		(6,758,597)	(398,576)				(1,033,677)
Total 2012 Capital Budget		**148,972,539**	**(12,145,000)**	**(34,773,597)**	**(85,725,265)**	**(15,995,000)**	**(4,200,000)**	**(13,100,000)**	**(3,033,677)**



2012 Budgets by Regional Departments

On Dec. 1, 2011 Regional council approved the operating and capital budgets of Niagara Region's levy and rate programs. The following presents a summary analysis by department of each major area of expenditure and corresponding source of revenue for both the operating and capital budgets.



Corporate Administration

The offices of the Regional Chair, members of council and Chief Administrative Officer, are responsible for overall political and administrative leadership and governance. Corporate Administration champions and executes Council's Business Plan priorities.

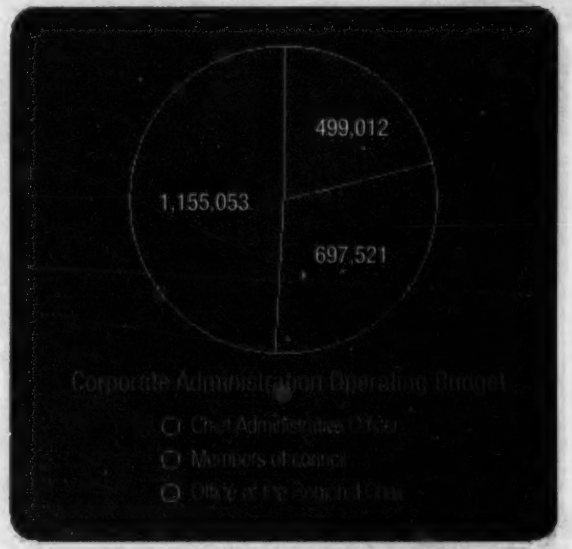
The Regional Chair is Chief Executive Officer and represents the Region provincially, nationally and internationally. The Chief Administrative Office is executive management of the corporation and staff and is responsible for the delivery of programs and services, development of policy and provides advice to the Chair and council in pursuit of Council's Business Plan.

Corporate Administration Operating Budget:

(Gross $2,351,586 - Net $2,316,461)

The Corporate Administration budget includes estimates for the operation of the Offices of the Regional Chair, Chief Administrative Officer, as well as members of council. Corporate Administration experienced a decrease of ($26,855) (-1.15 per cent), which is related to indirect tax savings.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	1,958,209	1,972,721	14,512
Administrative Expenses	181,750	177,865	(3,885)
Materials, Supplies & Utilities	38,246	36,775	(1,471)
Repairs & Maintenance	200	200	0
Purch. Serv. & Other Operating Exp.	155,975	150,650	(5,325)
Capital Equipment & Renovations	2,140	2,295	155
Interfunctional Operating Charges	6,796	11,080	4,284
Gross Expenditures	**2,343,316**	**2,351,586**	**8,270**
Other Revenue	0	(35,125)	(35,125)
Revenues	**0**	**(35,125)**	**(35,125)**
Total Levy	**2,343,316**	**2,316,461**	**(26,855)**

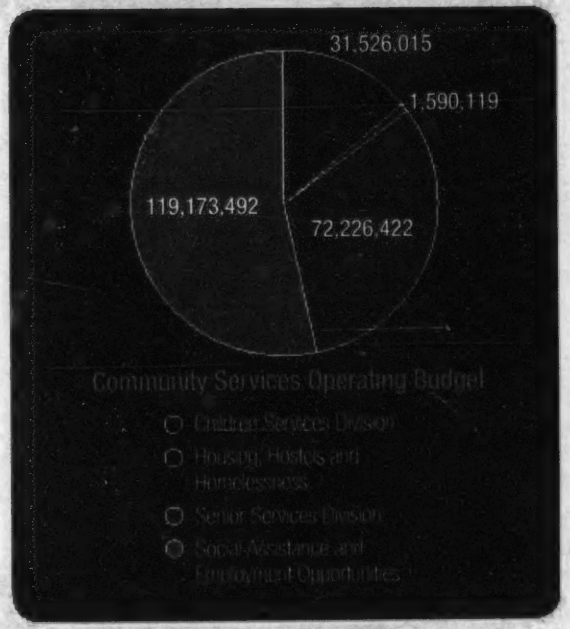


Community Services

Community Services is dedicated to helping residents maximize their potential and enjoy a high quality of life – from our youngest kids to our oldest seniors – through a spectrum of integrated programs and partnerships. Community Services supports the well-being of individuals, families and communities of Niagara, by providing:

- Seniors Services for 1,500 seniors at eight long-term care homes and over 4,000 seniors through seniors community programs
- Children's Services for more than 15,447 children from birth to 12 years
- Social Assistance and Employment Opportunities for 35,507 residents monthly
- Emergency Shelter, Hostels and Homelessness Prevention for more than 9,000 annually

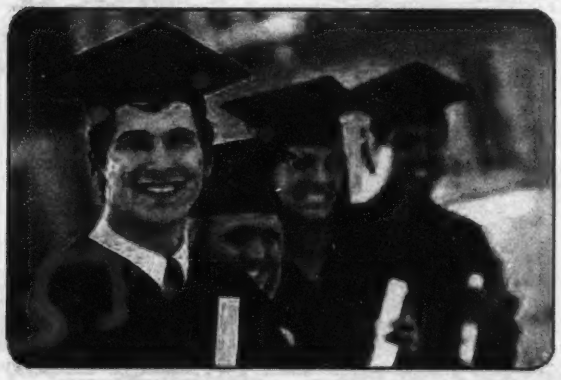
	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	80,031,140	81,771,817	1,740,677
Administrative Expenses	1,175,262	1,158,532	(16,730)
Materials, Supplies & Utilities	7,008,070	7,180,620	172,550
Repairs & Maintenance	755,257	1,010,596	255,339
Purch. Serv. & Other Operating Exp.	31,832,463	31,641,733	(190,730)
Social Assistance	96,419,970	103,040,109	6,620,139
Financial Expenditures	17,905	32,905	15,000
Capital Equipment & Renovations	482,083	518,029	35,946
Interfunctional Operating Charges	9,318,227	9,344,169	25,942
Interfunctional Operating Recoveries	(9,028,795)	(8,971,830)	56,965
Transfers to Reserves & Reserve Funds	410,260	410,260	0
External Recoveries	(2,108,851)	(2,620,892)	(512,041)
Gross Expenditures	**216,312,991**	**224,516,048**	**8,203,057**
Ontario/Canada Grants	(156,306,967)	(164,591,511)	(8,284,544)
Fees & Service Charges	(22,002,325)	(22,235,198)	(232,873)
Other Revenue	(390,829)	(366,162)	24,667
Transfers from Reserves & Reserve Funds	(1,493,074)	(937,883)	555,191
Revenues	**(180,193,195)**	**(188,130,754)**	**(7,937,559)**
Total Levy	**36,119,796**	**36,385,294**	**265,498**



Community Services Operating Budget:

(Gross $224,516,048 - Net $36,385,294)

Community Services is the Region's largest operating department with a 2012 gross budget of $224,516,048. When revenue sources of $188,130,754 are taken into consideration, the net spending requirements for Community Services amounts to $36,385,294. This is a $265,498 or 0.74 per cent increase over the 2011 approved budget.



Community Services Capital Budget:

($1,297,100)

The Community Services capital program consists of roof replacement, equipment purchases, asset replacement/upgrades and health and safety regulations requirements in order to meet the capital needs of eight long-term care homes and five child care centres. The 2012 capital program for Community Services amounts to $1,297,100.

		Capital Approval
ZSC1206	Roof Replacement	66,000
ZSC1207	Resident Care Equipment	315,000
ZSC1208	Bed Replacement	90,000
ZSC1209	Capital Improvements/Replacements	391,000
ZSC1210	Machinery/Equipment	335,100
ZSC1211	Day Care Centre Capital	100,000
	Total	**1,297,100**

Corporate Services

Corporate Services' goal is to provide innovative services to Niagara.

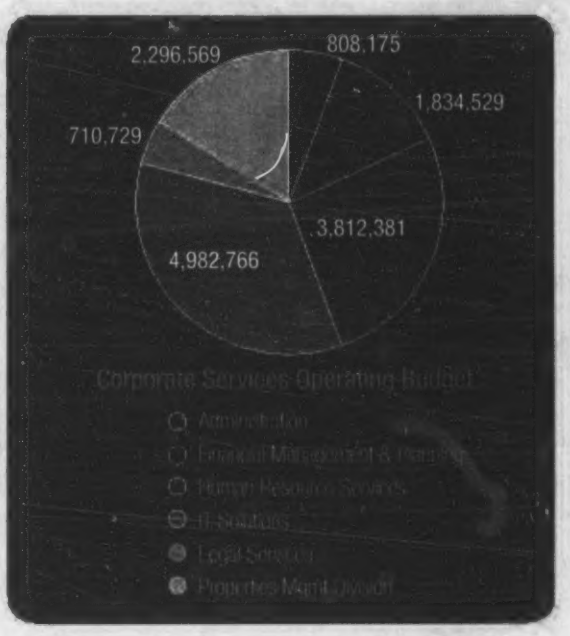
The 182.5 employees who make up Corporate Services are committed to meeting their customers' priorities by providing timely, innovative solutions. Whether processing weekly payroll for approximately 3,600 employees, providing legal services to Regional council and departments or identifying opportunities for energy efficiency improvements, the Corporate Services team's ultimate goal is to support the Region in its endeavour to provide Niagara residents with affordable quality services and secure the community's position as an attractive location in which to live and work.

Corporate Services oversees Financial Management and Planning, Legal Services, Human Resources Services, IT Solutions and Properties Management.

Corporate Services Operating Budget:

(Gross $14,445,149 - Net $13,247,839)

In total, Corporate Services presented a budget with a net increase of $243,677 or 1.87 per cent. It should be noted that although Legal Services has the responsibility of administering the Provincial Offences Act (POA) Operations, the financial results of that operation are reported separately under Boards and Agencies.



	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	15,929,672	16,507,894	578,222
Administrative Expenses	351,482	375,742	24,260
Materials, Supplies & Utilities	1,875,800	2,013,895	138,095
Repairs & Maintenance	2,023,461	2,140,654	117,193
Purch. Serv. & Other Operating Exp.	6,374,242	6,632,453	258,211
Financial Expenditures	37,400	47,200	9,800
Capital Equipment & Renovations	23,210	21,310	(1,900)
Interfunctional Operating Charges	605,318	674,031	68,713
Interfunctional Operating Recoveries	(12,968,155)	(13,696,867)	(728,712)
Transfers to Reserves & Reserve Funds	124,472	112,079	(12,393)
External Recoveries	(160,000)	(160,232)	(232)
Capital Recoveries	(162,287)	(223,010)	(60,723)
Gross Expenditures	**14,054,615**	**14,445,149**	**390,534**
Fees & Service Charges	(154,050)	(154,000)	50
Other Revenue	(863,153)	(981,410)	(118,257)
Transfers from Reserves & Reserve Funds	(33,250)	(61,900)	(28,650)
Revenues	**(1,050,453)**	**(1,197,310)**	**(146,857)**
Total Levy	**13,004,162**	**13,247,839**	**243,677**

Corporate Services Capital Budget:

Corporate Services (General Government)

($1,000,000)

As in previous years a capital allocation of $1,000,000 has been set aside to fund emergency capital expenditures. Emergency capital expenditures may arise during the course of the year which may require allocating a portion of these funds, if approved by council. If these funds are not required the project is closed at year end and the funds returned to the capital levy reserve.

Corporate Services (IT Solutions)

($2,500,000)

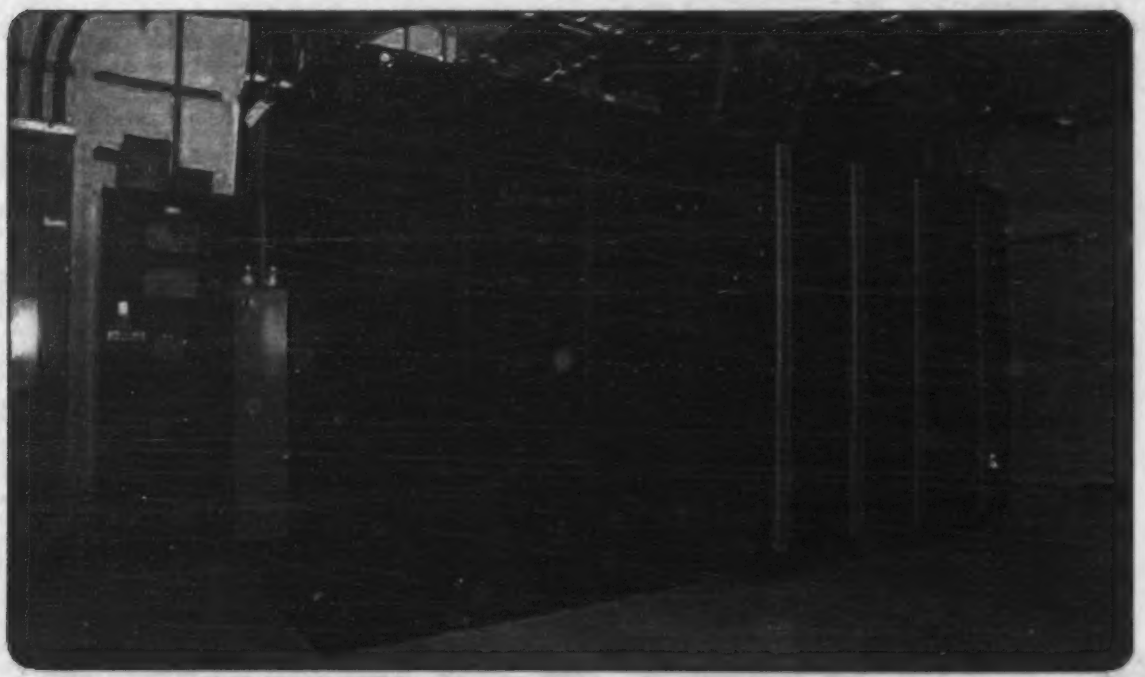
The 2012 capital program for IT Solutions includes $2,200,000 for asset replacement and $300,000 for an Enterprise Content Management system.

Corporate Services (Properties Management)

($11,280,000)

The Properties Management capital budget focuses on replacing equipment that has reached the end of its useful lifespan and addresses regulatory issues relating to barrier free access, business continuity planning, energy efficiency, and completing projects that will restore the assets to an acceptable state. Also included in this year's program are two projects relating to Long-term Accommodation Strategies for Public Health and Emergency Medical Services.

The 2012 capital program for Properties Management amounts to $11,280,000.



		Capital Approval
General Government		
ZGG1201	Emergency Capital Levy Programs	1,000,000
IT Solutions		
ZGC1202	IT Asset Replacement	1,700,000
ZGC1203	IT Asset Replacement (2)	500,000
ZGC0903	Enterprise Content Management	300,000
	Total	**2,500,000**
Properties Management		
ZGD0903	Council Chambers	1,650,000
ZGD1105	IT Server Building	3,000,000
ZGD1107	POA Facilities Renewal	500,000
ZGD1204	Regional Building Improvement Program	2,090,000
ZGD1111	Renew PH Facilities - Long Term Accomodation Strategy	1,500,000
ZGR1002	Renew EMS Bldgs - Long Term Accomodation Strategy	2,500,000
ZGD1109	Survey Asset Replacement	40,000
	Total	**11,280,000**

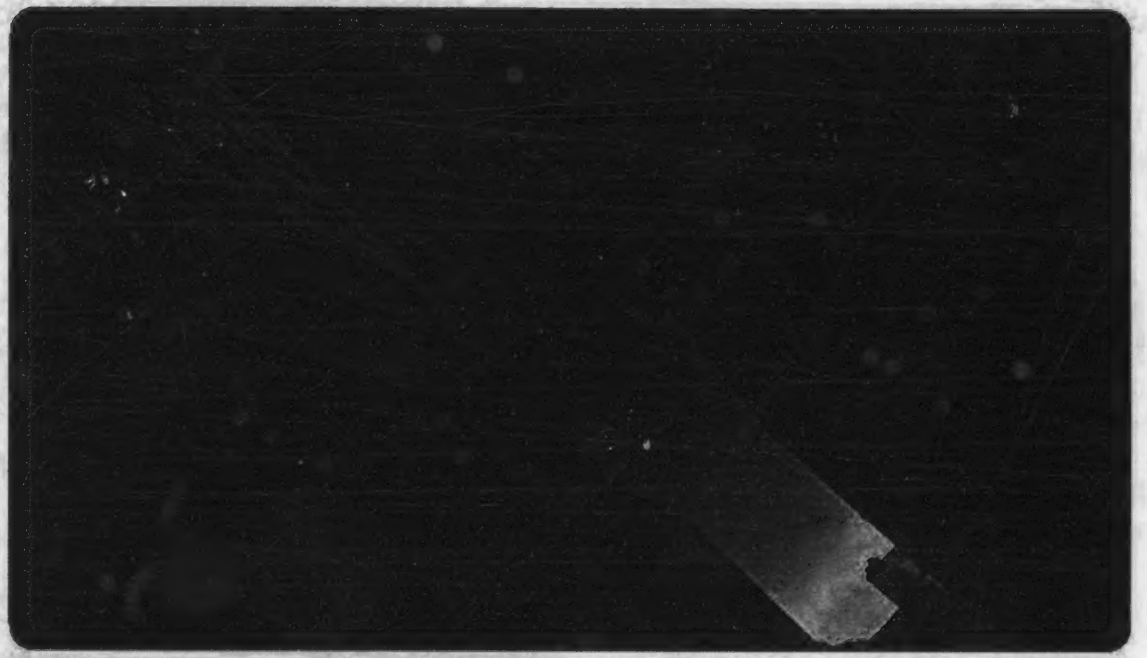
Economic Development

Economic Development (ED) Operating Budget:

(Gross $1,947,323 - Net $1,947,323)

Economic Development's (ED) goal is to market "Niagara" to the world.

Securing new business investment and bringing visitors to Niagara are important functions that are of critical importance for the growth and prosperity of Niagara Region.



	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Purch. Serv. & Other Operating Exp.	1,896,128	1,947,323	51,195
Gross Expenditures	**1,896,128**	**1,947,323**	**51,195**
Total Levy	**1,896,128**	**1,947,323**	**51,195**

Economic Development was created to advance these priorities on behalf of the Niagara Region. ED's mission is to promote, advocate and facilitate Niagara's business and tourism growth and competitiveness.

On Dec. 8, 2011 Regional Council voted to change the economic development model. In the 2012 budget council maintained the former Niagara Economic Development Corporation's funding amount at approved guidance until the transition is finalized. The current funding in the 2012 budget amounts to $1,947,323. Included in this amount is $242,172 of inter-functional chargebacks. These chargebacks will be reallocated to departments, leaving a $1,705,151 budget for economic development activity in 2012.

Integrated Community Planning

Integrated Community Planning supports effective decision-making based on meaningful engagement, research, planning and focused actions to deliver responsible public policy, resulting in good governance for Niagara. The department provides support to council and the Corporate Management Team, particularly in relation to long-term planning. Those long-term solutions for Niagara require alignment between departmental mandates and the interests of community stakeholders.

Integrated Community Planning contains five divisions that serve Niagara residents in several different ways.

Community and Corporate Planning works with partners and community groups to lead or support planning initiatives in the region, Facilitating integration of social, economic, environmental, and cultural pillars.

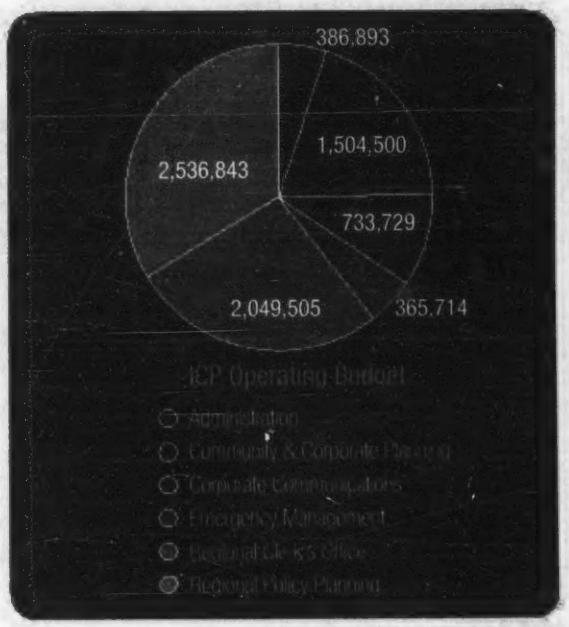
Corporate Communications provides timely and accurate information to residents about Regional programs and services and issues of interest to them as taxpayers. The division also focuses on strengthening internal communications and oversees crisis communications response.

The Emergency Management Office provides leadership in the development, maintenance and growth of emergency readiness in Niagara.

The Office of the Regional Clerk is responsible for creating and maintaining council and committee documents, providing procedural advice and managing legislative compliance.

Regional Policy Planning is responsible for ensuring that the Regional Policy Plan appropriately reflects Regional Council's social, environmental, and economic and land use development priorities.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	4,482,749	4,488,986	6,237
Administrative Expenses	169,714	181,025	11,311
Materials, Supplies & Utilities	286,968	300,418	13,450
Repairs & Maintenance	52,950	58,150	5,200
Purch. Serv. & Other Operating Exp.	2,117,994	2,328,194	210,200
Financial Expenditures	750,000	1,000,000	250,000
Capital Equipment & Renovations	13,700	15,915	2,215
Interfunctional Operating Charges	60,322	81,243	20,921
Interfunctional Operating Recoveries	(871,030)	(876,747)	(5,717)
Gross Expenditures	**7,063,367**	**7,577,184**	**513,817**
Ontario/Canada Grants	(55,000)	(28,875)	26,125
Fees & Service Charges	(98,456)	(85,056)	13,400
Other Revenue	(26,000)	(161,000)	(135,000)
Transfers from Reserves & Reserve Funds	(710,582)	(506,582)	204,000
Revenues	**(890,038)**	**(781,513)**	**108,525**
Total Levy	**6,173,329**	**6,795,671**	**622,342**



Integrated Community Planning Operating Budget:

(Gross $7,577,184 - Net $6,795,671)

The 2012 Operating Budget has a 10.08 per cent, or $622,342 increase, that includes $550,000 in program changes to support the updated Council Business Plan. These program changes include:

- $250,000 for the Smarter Niagara Incentive Program enhancements
- $200,000 for the implementation of the Gateway Economic Zone and Centre
- $100,000 for the development of a Lakefront Enhancement Strategy which was identified as a new Council priority for 2012-2015

Integrated Community Planning Capital Budget

($110,000)

Integrated Community Planning included two projects in the 2012 capital budget for a total program of $110,000. The projects are to purchase software and equipment intended to streamline council proceedings and mailing operations.

		Capital Approval
ZPL1201	Niagara's 'Open Window' to Regional Government	70,000
ZPL1202	Mailroom sorter, stuffer	40,000
	Total	**110,000**

Public Health

Niagara Region Public Health is committed to the public health needs of our community. We demonstrate this commitment through health protection, disease prevention, health promotion and injury prevention programs.

Public Health delivers health program and services in the following areas:

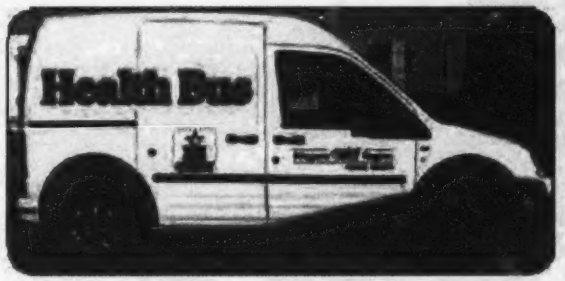
- Communicable disease control
- Immunization
- Sexual health
- Dental health
- Environmental health
- Chronic disease and injury prevention
- Health promotion and information
- Family health
- Emergency Medical Services, which responds to over 72,000 calls annually

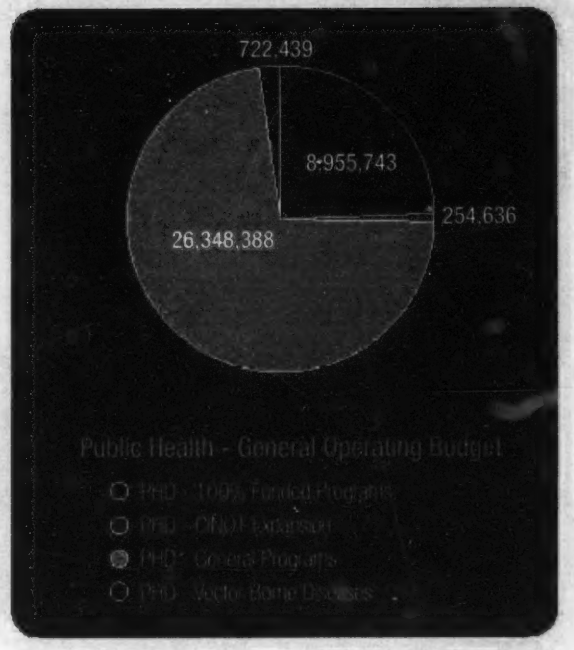
Public Health Department Operating Budget:

(Gross $72,900,659 - Net $23,000,325)

The 2012 budget for all the Public Health Services is 0.99 per cent or $225,591 higher than the 2011 budget.

Public health General had a gross budget of $36,281,206 and a net budget of $6,903,310. The EMS services of Public Health had a gross budget of $36,619,453 and a net budget of $16,097,015.

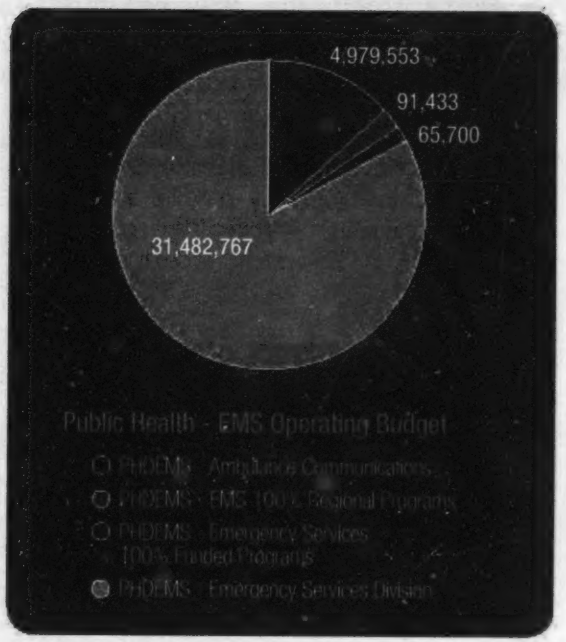


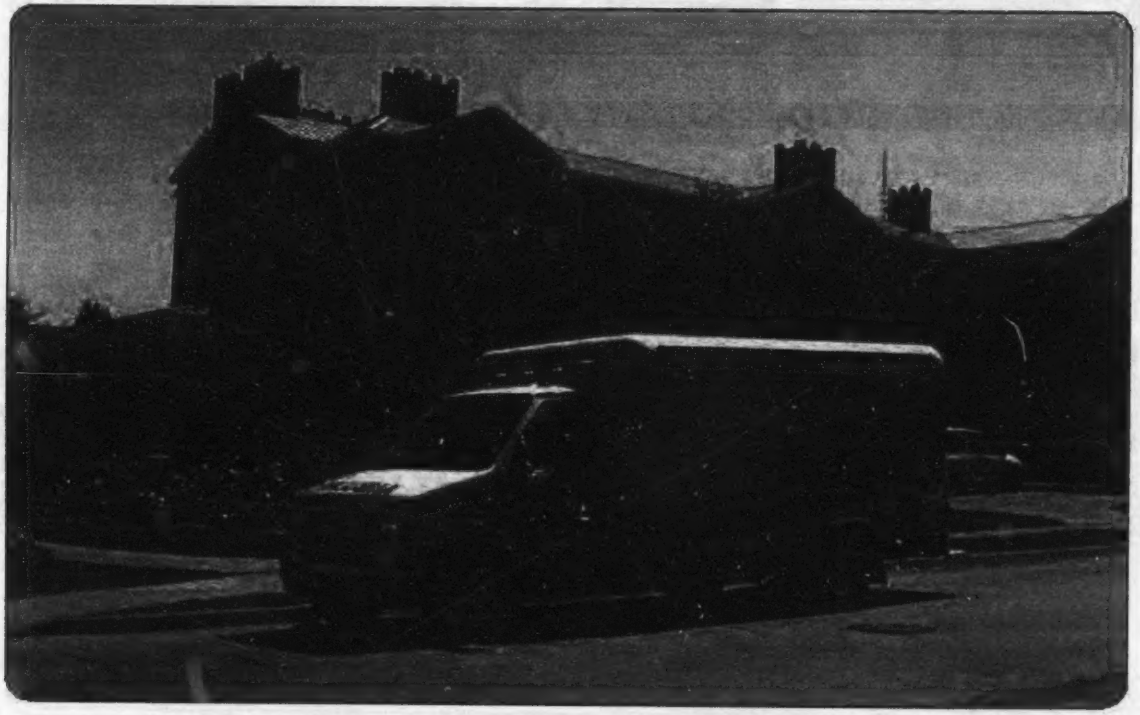


	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	28,419,745	29,004,063	584,318
Administrative Expenses	1,062,496	1,128,363	65,867
Materials, Supplies & Utilities	1,121,699	1,141,411	19,712
Repairs & Maintenance	82,000	80,500	(1,500)
Purch. Serv. & Other Operating Exp.	2,531,922	2,532,415	493
Financial Expenditures	19,615	0	(19,615)
Capital Equipment & Renovations	126,900	145,300	18,400
Interfunctional Operating Charges	2,252,304	2,439,116	186,812
Interfunctional Operating Recoveries	(189,962)	(189,962)	0
Gross Expenditures	**35,426,719**	**36,281,206**	**854,487**
Ontario/Canada Grants	(27,830,593)	(28,561,489)	(730,896)
Fees & Service Charges	(158,125)	(159,340)	(1,215)
Other Revenue	(613,233)	(657,067)	(43,834)
Revenues	**(28,601,951)**	**(29,377,896)**	**(775,945)**
Total Levy	**6,824,768**	**6,903,310**	**78,542**

Public Health

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	28,614,996	29,211,723	596,727
Administrative Expenses	205,750	209,750	4,000
Materials, Supplies & Utilities	1,952,859	1,938,609	(14,250)
Repairs & Maintenance	729,500	729,000	(500)
Purch. Serv. & Other Operating Exp.	1,594,564	1,194,032	(400,532)
Capital Equipment & Renovations	239,500	331,000	91,500
Interfunctional Operating Charges	1,674,643	1,717,129	42,486
Transfers to Reserves & Reserve Funds	1,283,212	1,288,210	4,998
Gross Expenditures	**36,295,024**	**36,619,453**	**324,429**
Ontario/Canada Grants	(20,325,058)	(20,502,438)	(177,380)
Other Revenue	(20,000)	(20,000)	0
Revenues	**(20,345,058)**	**(20,522,438)**	**(177,380)**
Total Levy	**15,949,966**	**16,097,015**	**147,049**





Emergency Medical Service Capital Budget

($1,850,000)

The 2012 capital program for Public Health and Emergency Medical Services amounts to $1,850,000. This includes $1,450,000 for ambulance and equipment replacement and $400,000 for specialized trucks for the Chemical, Biological, Radiological, and Nuclear Emergency (CBRNE) Response Team.

		Capital Approval
ZGR1201	Ambulance & Equipment Replacement	1,450,000
ZGR1203	CBRNE Trucks	400,000
	Total	**1,850,000**

Public Works

Public Works delivers efficient and effective water, wastewater, waste management, transportation and development services which support public health and safety, protect the environment and contribute to the economic prosperity and sustainability of Niagara.

Public Works divisions serve Niagara residents in several different ways.

Levy supported programs and services include:

Transportation Services maintains over 750 km of roads, 179 bridges and culverts and 295 traffic signals and includes snow removal services on Regional roads.

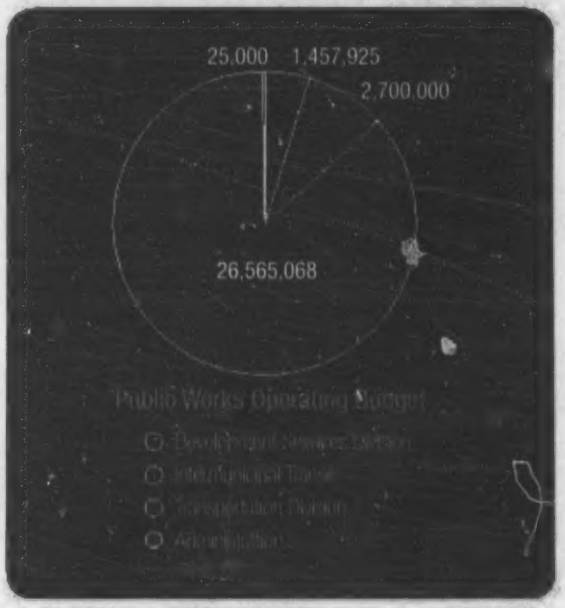
Development Services reviews over 550 development applications and approves and inspects 370 private systems annually.

Public Works Department Operating Budget:

(Gross $30,747,993 - Net $26,427,559)

The Public Works department budget includes Administration and Transportation Services which also includes Fleet Operations. The Department budgeted an increase of $2,472,668 or 10.32 per cent above the 2011 budget.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	19,374,754	19,859,087	484,333
Administrative Expenses	1,089,086	1,111,522	22,436
Materials, Supplies & Utilities	6,003,655	6,449,660	446,005
Repairs & Maintenance	264,375	265,025	650
Purch. Serv. & Other Operating Exp.	5,856,064	7,441,712	1,585,648
Financial Expenditures	500,000	500,000	0
Capital Equipment & Renovations	79,909	79,909	0
Interfunctional Operating Charges	4,899,940	5,486,585	586,645
Interfunctional Operating Recoveries	(10,346,182)	(11,473,897)	(1,127,715)
Transfers to Reserves & Reserve Funds	2,149,511	1,793,330	(356,181)
Capital Recoveries	(746,940)	(764,940)	(18,000)
Gross Expenditures	**29,124,172**	**30,747,993**	**1,623,821**
Ontario/Canada Grants	(464,531)	(233,221)	231,310
Fees & Service Charges	(2,389,350)	(2,520,350)	(131,000)
Other Revenue	(365,400)	(1,016,863)	(651,463)
Transfers from Reserves & Reserve Funds	(1,950,000)	(550,000)	1,400,000
Revenues	**(5,169,281)**	**(4,320,434)**	**848,847**
Total Levy	**23,954,891**	**26,427,559**	**2,472,668**



Public Works Capital Budget:

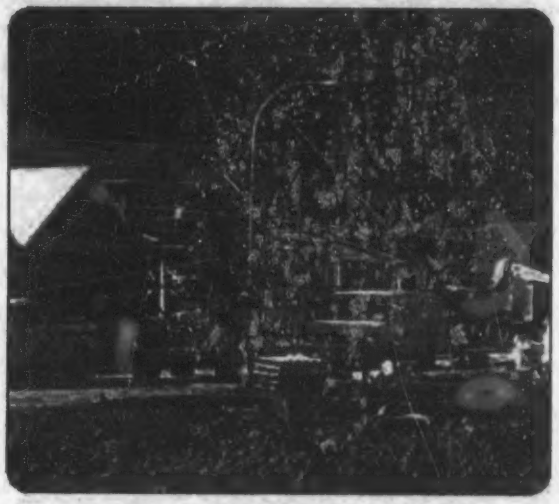
Public Works (Fleet) ($3,346,000)

The entire 2012 Fleet budget is for vehicle and equipment replacement.

		Capital Approval
ZSS1202	Vehicle & Equipment Replacement Program	3,346,000

Public Works (Transportation) ($54,490,000)

The 2012 capital program for Transportation includes funding for roads rehabilitation ($26,070,000), structure rehabilitation ($11,200,000), capacity improvements and network expansion ($10,350,000), intersection improvements ($2,400,000), as well as annual programs and equipment ($4,470,000).



		Capital Approval
Annual Projects		
ZRC1213	Annual - Development Related Projects	1,000,000
ZRC1214	Annual - Engineering for future projects	200,000
ZRC1215	Annual - Guide Rail Improvement Program	300,000
ZRC1216	Annual - Guide Rail Installation Program	50,000
ZRC1217	Annual - Illumination Installation	300,000
ZRC1218	Annual - Major Culvert Replacement Program	50,000
ZRC1219	Annual - Miscellaneous Road Properties	170,000
ZRC1220	Annual - Railway Crossing Improvement	50,000
ZRC1233	Annual - Sign Processing Equipment	30,000
ZRC1234	Annual - Storm Sewer Program	400,000
ZRC1235	Annual - Traffic Signal Program (Signal Rehab 1.2M, New Signals 450K, Beacons 40K, property 30K)	1,720,000
Capacity Improvements		
ZRC0940	Cpcty. Imprv. - Hwy 406 - New interchange from Interchange at First / Third	1,000,000
ZRC1236	Cpcty. Imprv. - New Escarpment Crossing	200,000
ZRC1237	Cpcty. Imprv. - Niagara St. - 4 to 5 lane from Quaker Rd to Woodlawn Rd.	2,700,000
ZRC0626	Cpcty. Imprv. - Old Hwy 20 - 2 to 4/5 lanes From Phase 3 - Station Street to Rice Rd	3,650,000
ZRC0938	Cpcty. Imprv. - Woodlawn Rd - 2 to 4 lane from Phase 3 - First St to Rice Rd	2,800,000
Other		
ZRC1238	Ferry St from Stanley Ave to Main (Cost share with City)	1,600,000
ZRC1240	Rds Equip. Prgm - Equipment Replacement	200,000
ZRC0236	Realignmemt - St. Paul Street West from Ninth St to Seventh St	3,100,000
ZRC1245	Roads Resurfacing Program	6,100,000

		Capital Approval
Intersection Improvements		
ZRC1239	Int. Imprv. - Niagara Stone Rd @ Hunter Road	400,000
ZRC0803	Int. Imprv. - St. Paul Street West @ Vansickle Road and First Street Louth	2,000,000
Roads Rehabilitation		
ZRC1241	Rds Rehab - Canborough Road from Townline Rd to Regional Road 20	1,100,000
ZRC0812	Rds Rehab - Canoboro Rd @ Warner	1,300,000
ZRC1011	Rds Rehab - Lakeshore Rd Phase 1 from Geneva to Bradmon Drive	6,300,000
ZRC1242	Rds Rehab - Lakeshore Rd Phase 2 From Lakeport to Lake Street	350,000
ZRC1243	Rds Rehab - Mountain Road from Phase 3 Kalar to Dorchester	2,200,000
ZRC1006	Rds Rehab - Niagara St from Vine to Carlton	770,000
ZRC0539	Rds Rehab - Stanley Avenue from Whirlpool Road to Valley Way	3,100,000
ZRC1244	Rds Rehab c/w bike lanes - Lakeshore Rd from Townline Rd to Creek Rd	150,000
Structure Rehabilitation		
ZRC0930	Struc Rehab - Beechwood Bridge (Str. 070205 over CNR)	1,500,000
ZRC0944	New Burgoyne Bridge (Str. 081220 Over Hwy 406 & 12 Mile Creek)	4,000,000
ZRC0548	Struc Rehab - Central Ave Bridge (Str. 124205 over CNR)	500,000
ZRC1249	Struc Rehab - Mewburn Road (@ CNR Tracks)	200,000
ZRC1246	Struc Rehab - MTO Cost Sharing (QEW through St. Catharines)	4,200,000
ZRC1026	Struc Rehab - Niagara St Bridge (Str. 050205 Over Welland River)	200,000
ZRC1247	Struc Rehab - OPG Bridges (Str. 067205 & Str. 050215 over Gibson Lake)	400,000
ZRC1248	Struc Rehab - Structural Rehabilitaton Program - Region Wide (0)	200,000
	Total	**54,490,000**

Niagara Regional Police Service and Board (NRPS)

The Niagara Regional Police Service (NRPS) is dedicated to serving and protecting residents and visitors within the Niagara Region. In partnership with the community, they provide quality policing services with integrity, diligence and sensitivity.

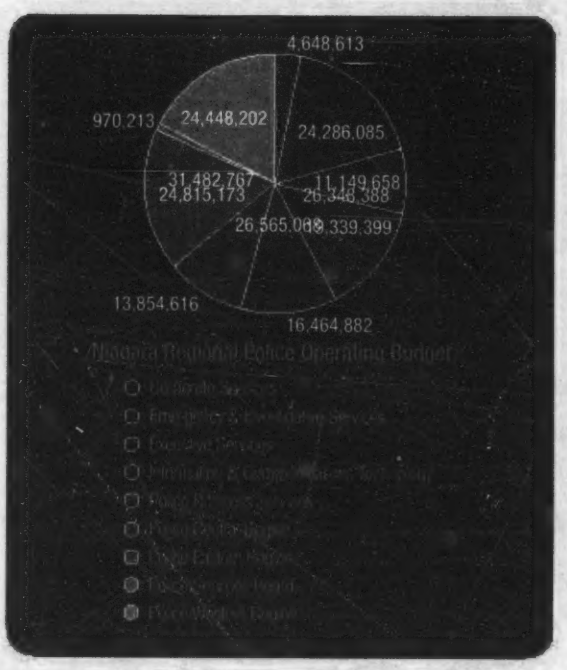
The NRPS was amalgamated in 1971 from former municipal police services. They are responsible for one of the largest geographical areas policed in Ontario, with over 1,860 square kilometers. They have delegated responsibility for issues such as waterways policing and border security. NRPS handles over 131,000 annual calls for service.

Operating Budget:

(Gross $139,976,841 - Net $126,909,258)

The Police Services 2012 budget was approved with a net increase of $2,781,663 or 2.28 per cent. After an adjustment to the funding of interim facilities costs, the budget increase was 4,799,573, or 3.93 per cent higher than the 2011 budget.

It is important to note that, 94.7 per cent of the operating budget for the Police Service is comprised of personnel costs. The final budget includes measures to mitigate the budget impact. These include reductions of the pre-hires strategy for retirements, rationalization and reduction of discretionary expenditures, a reduction in the transfer to the vehicle replacement reserve fund, recognition of cost savings from technology changes and reprioritization and alignment of resources to support the 2010 to 2012 Business Plan.



	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	116,724,875	120,224,768	3,499,893
Administrative Expenses	1,904,579	1,734,538	(170,041)
Materials, Supplies & Utilities	4,648,793	4,890,309	241,516
Repairs & Maintenance	2,059,533	2,194,682	135,149
Purch. Serv. & Other Operating Exp.	3,240,388	3,349,291	108,903
Financial Expenditures	5,000	4,000	(1,000)
Capital Equipment & Renovations	679,837	547,090	(132,747)
Interfunctional Operating Charges	4,244,769	4,417,051	172,282
Interfunctional Operating Recoveries	(1,110,181)	(1,209,888)	(99,707)
Transfers to Reserves & Reserve Funds	3,366,000	3,825,000	459,000
Gross Expenditures	**135,763,593**	**139,976,841**	**4,213,248**
Ontario/Canada Grants	(3,695,561)	(4,576,293)	(880,732)
Fees & Service Charges	(6,397,271)	(6,675,425)	(278,154)
Other Revenue	(1,293,166)	(1,495,865)	(202,699)
Transfers from Reserves & Reserve Funds	(2,267,910)	(320,000)	1,947,910
Revenues	**(13,653,908)**	**(13,067,583)**	**586,325**
Total Levy	**122,109,685**	**126,909,258**	**4,799,573**

Niagara Regional Police Service (NRPS) Capital Budget:

($2,728,589)

The total 2012 NRPS capital program is $2,728,589. The comprising projects can mainly be characterized as the replacement of existing assets to ensure continuity in the provision of services. Funding of the NRPS capital projects consists of Police Capital Levy Reserves ($1,108,589) and Police Equipment Replacement Reserve Funds ($1,620,000).

		Capital Approval
ZP01209	Vehicles	1,620,000
ZP01210	IT Equipment Replacement	800,000
ZP01211	Network & telecom. Infrastructure	200,000
ZP01212	Capital Asset Acquisitions	108,589
	Total	**2,728,589**

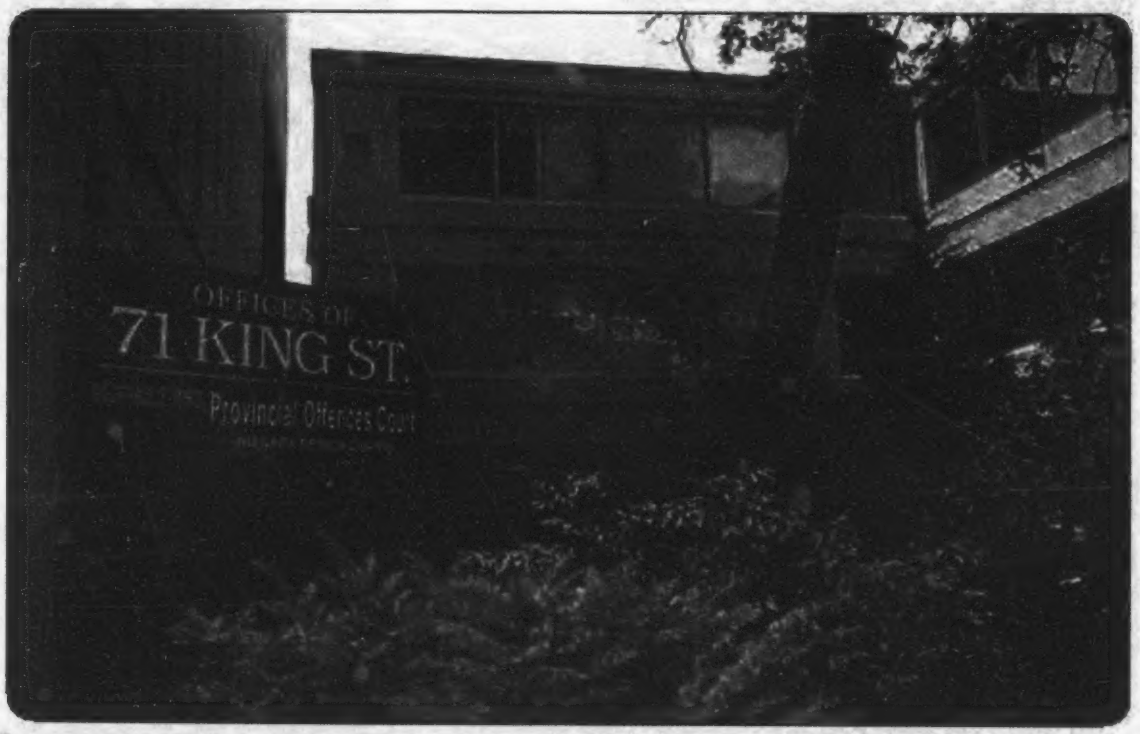
Provincial Offences Act (POA)

(Gross $8,076,049 – Net Revenue $1,000,000- Gross excluding area municipality revenue share is $7,076,049)

Services provided under the POA are governed by the POA Joint Board of Management that reports to Regional Council through Legal Services. In 2012, POA services are expected to net the Region $1,000,000 in revenues. The equivalent amount of revenues is also expected to be shared by the 12 Area Municipalities of the region. The $1,000,000 is $45,834 higher than the revenues budgeted for in 2011.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	1,669,067	1,882,013	212,946
Administrative Expenses	35,467	38,084	2,617
Materials, Supplies & Utilities	101,617	108,867	7,250
Repairs & Maintenance	3,325	0	(3,325)
Purch. Serv. & Other Operating Exp.	3,515,547	3,768,919	253,372
Financial Expenditures	120,000	120,000	0
Capital Equipment & Renovations	29,666	34,620	4,954
Interfunctional Operating Charges	604,454	623,546	19,092
Transfers to Reserves & Reserve Funds	500,000	1,500,000	1,000,000
Gross Expenditures	**6,579,143**	**8,076,049**	**1,496,906**
Other Revenue	(7,533,309)	(9,076,049)	(1,542,740)
Revenues	**(7,533,309)**	**(9,076,049)**	**(1,542,740)**
Total Levy	**(954,166)**	**(1,000,000)**	**(45,834)**

Area Municipality	Total
Niagara Falls	$196,188
Port Colborne	35,448
St. Catharines	270,360
Thorold	38,652
Welland	85,382
Fort Erie	74,440
Grimsby	68,190
Lincoln	61,152
NOTL	74,572
Pelham	45,448
Wainfleet	18,336
West Lincoln	31,832
Total	**$1,000,000**



Niagara Regional Housing (NRH)

Niagara Regional Housing (NRH) is dedicated to expanding opportunities that make affordable housing an integral part of building healthy and sustainable communities in Niagara. For over nine years, NRH has acted on behalf of Niagara Region to deliver and advocate for affordable housing in Niagara. Today, through various programs and services NRH assists more than 15,000 people – seniors, families, youth, newcomers, people with special needs etc. – with a place to call home.

Niagara Regional Housing Operating Budget:

(Gross $49,306,075 - Net $26,583,803)

The Niagara Regional Housing Board of Directors includes among its 14 community members five Regional Councillors. The Board reports to Regional Council. For 2012, Niagara Regional Housing presented a budget of $26,583,803 to Committee of the Whole and Council. This represented a $815,738 or 3.17 per cent increase. This increase is the result of inflationary increases to utilities, taxes, and repairs.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	3,556,847	3,701,625	144,778
Administrative Expenses	195,553	182,224	(13,329)
Materials, Supplies & Utilities	4,874,296	5,074,352	200,056
Repairs & Maintenance	3,593,200	3,600,147	6,947
Purch. Serv. & Other Operating Exp.	4,392,531	4,459,647	67,116
Financial Expenditures	2,967,338	2,967,338	0
Capital Equipment & Renovations	30,000	30,000	0
Interfunctional Operating Charges	2,156,519	2,196,101	39,582
NRH Housing Provider Subsidy & Supplemen	26,492,642	26,618,217	125,575
Transfers to Reserves & Reserve Funds	364,016	476,424	112,408
Gross Expenditures	**48,622,942**	**49,306,075**	**683,133**
Other Revenue	(22,154,877)	(22,022,272)	132,605
Transfers from Reserves & Reserve Funds	(700,000)	(700,000)	0
Revenues	**(22,854,877)**	**(22,722,272)**	**132,605**
Total Levy	**25,768,065**	**26,583,803**	**815,738**

Niagara Regional Housing (NRH) Capital

($8,190,850)

The 2012 capital program for Niagara Regional Housing is comprised of two components. The first component consists of four projects and addresses the on-going and potential emergency capital requirements for NRH properties with the intent that housing properties are maintained in a safe and marketable condition. The second component is a single project included in the amount of $4,500,000 for a Community Remediation project

		Capital Approval
ZRH1202	Building Capital	1,150,470
ZRH1203	Units Capital	2,156,608
ZRH1204	Grounds Capital	263,772
ZRH1205	Emergency Capital	120,000
ZRH1206	Community Remediation - COM 33-2010	4,500,000
	Total	**8,190,850**

Niagara Peninsula Conservation Authority (NPCA)

The Niagara Peninsula Conservation Authority (NPCA) was established in 1959 under the Conservation Authorities Act with a mandate to conserve and manage the natural resources within its watershed area of jurisdiction. The watershed jurisdiction of the Conservation Authority covers approximately 2,440 sq. km. including the entire Niagara Region, approximately 21 per cent of the City of Hamilton and 24 per cent of Haldimand County. The Conservation Authority fulfils its mandate by advocating and implementing watershed programs that:

- Maintain and improve the quality of lands and waters within its jurisdiction
- Contribute to improved public safety from flooding and erosion
- Provide for the acquisition of conservation and hazard lands
- Enhance the quality of life in its watershed by using its lands for regional outdoor recreation, heritage preservation and conservation education

In accordance with its Watershed Conservation Strategy which was completed with input from municipalities and residents within its area of jurisdiction, the Conservation Authority has defined its corporate role as "working together with its member municipalities, community organizations and residents for a healthier environment" by:

- Providing leadership in the wise use and stewardship of our natural resources
- Promoting an ecosystem approach to watershed management activities
- Partnering within our communities to further the work of conservation

Niagara Peninsula Conservation Authority (NPCA) Operating Budget:

(Gross $6,857,104 - Net $6,557,104)

In 2012, NPCA requested $6,557,104, from Regional council, representing an increase of $172,167 or 2.70 per cent.

[illegible]	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Financial Expenditures	6,684,937	6,857,104	172,167
Gross Expenditures	**6,684,937**	**6,857,104**	**172,167**
Transfers from Reserves & Reserve Funds	(300,000)	(300,000)	0
Revenues	**(300,000)**	**(300,000)**	**0**
Total Levy	**6,384,937**	**6,557,104**	**172,167**

General Government

(Gross $54,082,977 - Net $52,140,207)

The general government section of the operating budget covers areas such as property assessment costs, 911 services, general financial expenses, as well as capital financing costs. These are described as follows:

Municipal Property Assessment (Net $5,912,113)

Since 1998 the Region has had the responsibility to fund costs associated with Property Assessment Services. These services are directly provided by the Municipal Property Assessment Corporation (MPAC). In 2012, this service is expected to cost $5,912,113.

911 Emergency Phone Services (Net $1,207,888)

The Region has contracted with the Police Services Board to meet its responsibilities to provide 911 emergency telephone services to the regional community. In 2012 a request for a $98,707 or 8.90 per cent increase was approved by Council. This increase is mainly related to costs associated with staffing the call center.

General Expenditures (Gross $4,199,230 - Net $3,855,730)

General Financial Expenditures covers non-department specific sick leave payouts, retiree benefits, and reserve transfers. The 2012 budget presented to Council was $2,397,475 or 164.41 per cent higher than the preceding year. This increase was primarily due to increased transfers to the contingency fund, which currently has a balance less than one per cent of gross expenditures.

Capital Levy (Net $8,941,517)

The Region relies on an annual operating contribution (capital levy) to help fund its capital programs. The 2012 contribution is maintained at the same level as 2011. The current year capital funding of $12,145,000 (page 16) is possible because of previous capital budgets being completed under budget.

Debt Charges (Gross $32,565,756 - Net $30,966,486)

The debt charges of departments and boards have been consolidated into the corporate expenditures for 2012. These costs are for the principle and interest payments on the debt held for capital projects. In 2012 this cost is budgeted to increase by $1,326,742 or 4.48 per cent. Additional information on managing Niagara Region's debt can be found on page 44.

Niagara Health System Facility and other Support (Net $1,056,473)

The Regional Programs budget includes $796,750 for a contribution to the Niagara Health System's New Cancer Centre in St. Catharines. Also included is $60,000 related to youth retention, $114,723 for physician recruitment, and $85,000 for the Pan Am Games.

Responsive Region (Net $200,000)

This is a new budget to fund external expertise utilized by the Responsive Region Improvement Team (RRIT). This team will be entrusted to review Regional services and provide opportunities for efficiencies and cost savings.

General Government

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	365,000	554,668	189,668
Administrative Expenses	79,565	114,605	35,040
Materials, Supplies & Utilities	34,400	0	(34,400)
Purch. Serv. & Other Operating Exp.			
Property Assessment	5,739,916	5,912,113	172,197
Responsive Region	-	200,000	200,000
Other	6,500	6,000	(500)
Total Purch. Serv. & Other Operating Exp.	**5,746,416**	**6,118,113**	**371,697**
Financial Expenditures			
Regional Departments - Debt Charges *	44,660,275	40,525,845	(4,134,430)
Tile Drainage - Debt Charges *	76,927	73,381	(3,546)
NCDSB - Debt Charges *	1,133,666	1,128,754	(4,912)
NPCA - Debt Charges *	1,622,960	1,628,852	5,892
Area Municipalities - Debt Charges *	28,581,255	28,405,816	(175,439)
TOTAL DEBT CHARGES	**76,075,083**	**71,762,648**	**(4,312,435)**
Other Financial Expenditures	373,925	281,723	(92,202)
Total Financial Expenditures	**76,449,008**	**72,044,371**	**(4,404,637)**
Interfunctional Operating Charges			
911 Emergency Phone	1,109,181	1,207,888	98,707
Other	2,040	1,957	(83)
Interfunctional Operating Charges	**1,111,221**	**1,209,845**	**98,624**
Transfers to Reserves & Reserve Funds			
Contingency	600,000	2,900,000	2,300,000
Improvement Initiatives	500,000	500,000	0
Development Charges	100,000	100,000	0
NHS Facility	1,000,000	796,750	(203,250)
Brock Bioscience	150,000	0	(150,000)
Debt Charges to Capital Levy *	0	4,947,505	4,947,505
Capital Levy	8,941,517	8,941,517	0
Total Transfers to Reserves & Reserve Funds	**11,291,517**	**18,185,772**	**6,894,255**
Interfunctional Operating Recoveries - Debt Charges *	**(13,401,266)**	**(12,907,593)**	**493,673**
External Recoveries			
Tile Drainage *	(76,927)	(73,381)	3,546
NCDSB *	(1,133,666)	(1,128,754)	4,912
NPCA *	(1,622,960)	(1,628,853)	(5,893)
Area Municipalities *	(28,581,255)	(28,405,816)	175,439
Total External Recoveries	**(31,414,808)**	**(31,236,804)**	**178,004**
Gross Expenditure	**50,261,053**	**54,082,977**	**3,821,924**
Other Revenue	**(111,250)**	**(103,500)**	**7,750**
Ontario/Canada Grants - Debt Charges *	**(1,604,135)**	**(1,599,270)**	**4,865**
Fees & Service Charges - Debt charges *	**(15,130)**	**0**	**15,130**
Transfers from Reserves & Reserve Funds	**(235,000)**	**(240,000)**	**(5,000)**
Revenue	**(1,965,515)**	**(1,942,770)**	**22,745**
Total Levy	**48,295,538**	**52,140,207**	**3,844,669**

Debt Charges	2012 Budget
Regional Departments - Debt Charges	40,525,845
Tile Drainage - Debt Charges	73,381
NCDSB - Debt Charges	1,128,754
NPCA - Debt Charges	1,628,852
Area Municipalities - Debt Charges	28,405,816
Debt Charges to Capital Levy	4,947,505
Interfunct onal Operating Recover es - Debt Charges	(12,907,593)
Tile Drainage - Recovery	(73,381)
NCDSB - Recovery	(1,128,754)
NPCA - Recovery	(1,628,853)
Area Municipalities - Recovery	(28,405,816)
Ontario/Canada Grants - Debt Charges	(1,599,270)
Total Debt Charges	**30,966,486**

General Government

Net Revenue

(Gross $6,075,000 Net Revenue $26,766,664)

This budget represents the expenditures relating to tax revenue such as write-offs and rebates. The 2012 budget is $1,725,273 higher than 2011.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Financial Expenditures	6,075,219	6,075,000	(219)
Gross Expenditures	**6,075,219**	**6,075,000**	**(219)**
Taxation - Levy	(17,701,165)	(16,955,000)	746,165
Ontario/Canada Grants	(200,000)	-	200,000
Other Revenue	(10,378,781)	(12,325,000)	(1,946,219)
Transfers from Reserves & Reserve Funds	(2,836,664)	(3,561,664)	(725,000)
Revenues	**(31,116,610)**	**(32,841,664)**	**(1,725,054)**
Total Levy	**(25,041,391)**	**(26,766,664)**	**(1,725,273)**

Public Works Rate Programs

Waste management manages curbside collection of recyclables, organic, garbage and 14 landfill sites.

Water services treats 59 billion litres of water per year at six water treatment plants. That water is then transmitted through 53 water facilities and 307 km of wastewater mains.

Wastewater services treats 79 billion litres of wastewater at 11 plants that is then collected through 123 pump stations and 316 km of wastewater main.

Public Works Department (Water)

(Gross $42,665,319 - Net Levy $0, Net Requisition $42,026,440)

When compared to the 2011 approved budget, the Public Works (Water) direct operating 2012 budget is $308,156 or 0.73 per cent higher than 2011. The requisitions for 2012 Water total $42,026,440 which is $8,156 or 0.02 per cent higher than 2011.

	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	6,585,098	6,977,293	392,195
Administrative Expenses	258,408	262,118	3,710
Materials, Supplies & Utilities	3,608,336	3,774,463	166,127
Repairs & Maintenance	2,768,754	2,990,613	221,859
Purch. Serv. & Other Operating Exp.	3,171,540	3,561,999	390,459
Capital Equipment & Renovations	54,063	59,203	5,140
Interfunctional Operating Charges	5,028,872	5,161,781	132,909
Transfers to Reserves & Reserve Funds	21,146,984	20,142,741	(1,004,243)
Capital Recoveries	(264,892)	(264,892)	0
Gross Expenditures	**42,357,163**	**42,665,319**	**308,156**
Fees & Service Charges	(58,000)	(58,000)	0
Other Revenue	(280,879)	(280,879)	0
Transfers from Reserves & Reserve Funds	0	(300,000)	(300,000)
Revenues	**(338,879)**	**(538,879)**	**(300,000)**
Total Rate Requisitions	**42,018,284**	**42,026,440**	**8,156**

Public Works Department (Wastewater)

(Gross $64,376,526 - Net Levy $0, Net Requisition 63,042,626)

When compared to the 2011 approved budget, the Public Works (Wastewater) direct operating 2012 budget includes a gross expenditure increase of $2,918,555 or 4.75 per cent. The requisitions for 2012 Wastewater total $63,042,626 which results in an increase of $2,618,555 or 4.33 per cent over the 2011 requisitions. This increase is primarily due to inflationary increases in materials, chemicals and utilities.

Budget Expenditure Description	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	9,393,519	9,581,404	187,885
Administrative Expenses	343,399	302,843	(40,556)
Materials, Supplies & Utilities	9,746,380	9,828,308	81,928
Repairs & Maintenance	3,825,315	4,439,858	614,543
Purch. Serv. & Other Operating Exp.	10,089,132	10,821,634	732,502
Capital Equipment & Renovations	63,244	71,252	8,008
Interfunctional Operating Charges	10,192,042	10,538,095	346,053
Transfers to Reserves & Reserve Funds	18,090,940	19,079,132	988,192
Capital Recoveries	(286,000)	(286,000)	0
Gross Expenditures	**61,457,971**	**64,376,526**	**2,918,555**
Fees & Service Charges	(1,028,800)	(1,028,800)	0
Other Revenue	(5,100)	(5,100)	0
Transfers from Reserves & Reserve Funds	0	(300,000)	(300,000)
Revenues	**(1,033,900)**	**(1,333,900)**	**(300,000)**
Total Rate Requisitions	**60,424,071**	**63,042,626**	**2,618,555**

Public Works (Wastewater) Capital Budget

($34,330,000)

The 2012 capital program for Wastewater includes a capacity upgrade at the Smithville Pump Station ($10,000,000), the pump station improvement program ($8,200,000), sewer and forcemain program upgrades ($6,300,000), wastewater treatment plant upgrades ($5,180,000), the CSO Control program ($3,300,000) as well as other projects and annual programs ($1,350,000).

		Capital Approval
ZSW1206	Wet Weather Flow/CSO Control Program	3,300,000
ZSW1207	WWTP Upgrade Prg - Port Weller WWTP Upgrade	250,000
ZSW1208	WWTP Upgrade Prg - NF WWTP Upgrade	500,000
ZSW0716	WWTP Upgrade Prg - Anger Ave WWTP Upgrade Phase 2	1,500,000
ZSW1209	WWTP Upgrade Prg - Welland WWTP Upgrade	1,500,000
ZSW1222	WWTP Upgrade Prg - Baker Road WWTP Upgrade	180,000
ZSW1210	WWTP Upgrade Prg - WWTP Digester/ Sludge Management Program	1,000,000
ZSW1211	WWTP Upgrade Prg - SCADA and Instrumentation Upgrade program	250,000
ZSW1212	Sewer & Forcemain Prg - Park Road Sewer Replacement	5,000,000
ZSW1213	Sewer & Forcemain Prg - Manhole Rehabilitation Program	150,000
ZSW1214	Sewer & Forcemain Prg - Ridgeway Sewer Upgrade	200,000
ZSW1215	Sewer & Forcemain Prg - North Shore Drive Sewer Upgrade	150,000
ZSW1216	Sewer & Forcemain Prg - QEW Crossing Sewer Upgrade	800,000
ZSW1217	PS Capacity Expansion Prg - Smithville PS capacity upgrade Phase I	10,000,000
ZSW1218	Pump Station Improvement Program	8,200,000
ZSW1219	Misc Prgm - Roof Replacement Program	250,000
ZSW1220	Misc Prgm - Garner Road Upgrades	1,000,000
ZSW1221	Misc Prgm - Biosolids Management Upgrade	100,000
	Total	**34,330,000**

Public Works (Water) Capital Budget

($22,150,000)

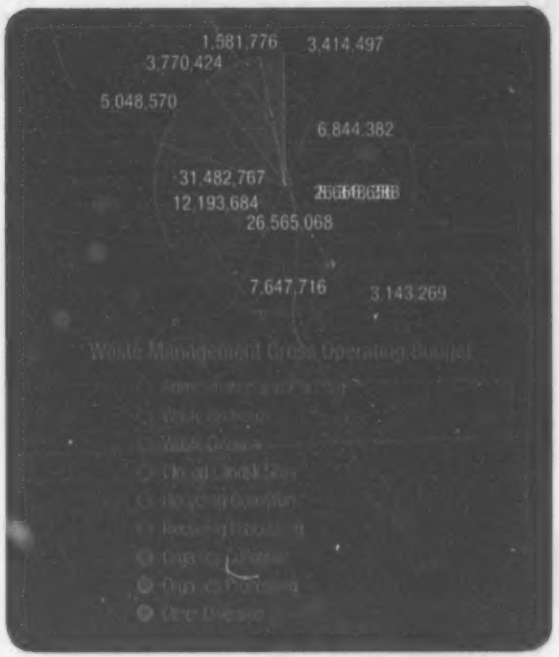
The 2012 capital budget for Water includes water treatment plant (WTP) upgrades amounting to $19,400,000, as well as $2,750,000 in other projects including annual programs such as the master meter replacement, valve chamber upgrade, and reservoir and storage upgrade programs. The two largest projects which account for 77 per cent of the annual total are the Decew WTP upgrades ($12,000,000) and the Niagara Falls upgrades to settling tanks ($5,000,000).

		Capital Approval
ZCW1205	WM Prg - Security of Supply - Zone 2	200,000
ZCW1206	WM Prg - Security of Supply - Fenwick	150,000
ZCW1207	WTP Upgrade Prg - Roof replacement program at Water facilities	700,000
ZCW1208	WTP Upgrade Prg - Niagara Falls WTP upgrades to settling tanks	5,000,000
ZCW1209	WTP Upgrade Prg - Port Colborne WTP upgrade	500,000
ZCW1210	WTP Upgrade Prg - Grimsby WTP Replace highlift pumps	300,000
ZCW1211	WTP Upgrade Prg - Niagara Falls WTP upgrade	300,000
ZCW1212	WTP Upgrade Prg - All WTP's GAC Replacement program	500,000
ZCW1213	WTP Upgrade Prg - Process Waste Optimization (Decew and Grimsby)	100,000
ZCW1214	Misc Prg - Reservoir & Storage Upgrades Program	250,000
ZCW1215	Misc Prg - Valve Chamber Upgrade Program	750,000
ZCW1003	WTP Upgrade Prg - Decew WTP upgrade	12,000,000
ZCW1216	Misc Prg - Elevated Tank painting program	1,200,000
ZCW1217	Misc Prg - Master Meter Replacement Program	200,000
	Total	**22,150,000**

Public Works Department (Waste Management)

(Gross $52,310,974 - Net Levy $0, Net Requisition $34,000,728)

The Waste Management Division's 2012 gross budget is $52,310,974, compared to $49,741,657 in 2011, an increase of 5.17 per cent. The municipal requisitions in 2012 total $34,000,728, compared to $33,923,668 in 2011, an increase of 0.23 per cent.

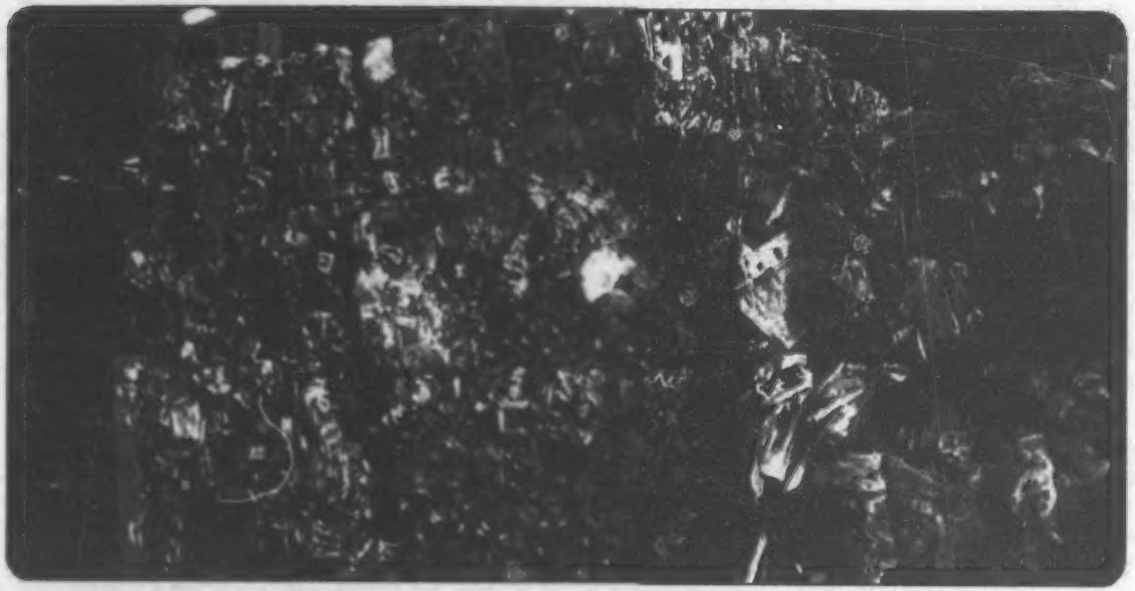


Object of Expenditure Description	2011 Approved Budget $	2012 Total Budget $	2012 Change $
Personnel Costs	3,592,900	3,362,484	(230,416)
Administrative Expenses	128,494	128,709	215
Materials, Supplies & Utilities	2,838,795	4,100,830	1,262,035
Repairs & Maintenance	680,014	778,823	98,809
Purch. Serv. & Other Operating Exp.	36,505,280	37,816,707	1,311,427
Capital Equipment & Renovations	70,392	135,664	65,272
Interfunctional Operating Charges	5,771,504	5,438,372	(333,132)
Interfunctional Operating Recoveries	(11,360)	(11,360)	0
Transfers to Reserves & Reserve Funds	386,823	781,930	395,107
Capital Recoveries	(221,185)	(221,185)	0
Gross Expenditures	**49,741,657**	**52,310,974**	**2,569,317**
Ontario/Canada Grants	(3,407,680)	(3,825,228)	(417,548)
Fees & Service Charges	(2,847,679)	(2,592,246)	255,433
Other Revenue	(9,418,688)	(11,892,772)	(2,474,084)
Transfers from Reserves & Reserve Funds	(143,942)	0	143,942
Revenues	**(15,817,989)**	**(18,310,246)**	**(2,492,257)**
Total Rate Requisition	**33,923,668**	**34,000,728**	**77,060**

Public Works (Waste Management) Capital Budget

($5,700,000)

The 2012 Waste Management capital program includes a Landfill Gas System at Humberstone Landfill ($2,115,000), facility improvements at the Recycling Centre ($995,000), a new forcemain at the Niagara Road 12 Landfill site ($525,000) and several other projects such as landfill closure/site works, leachate collection improvements, and property acquisitions.



	Project Name	Capital Approval
ZGL1213	Property Acquisition	200,000
ZGL1004	Humberstone - Capping Works	565,000
ZGL1214	Humberstone - Leachate Collection System Upgrades	150,000
ZGL0903	Humberstone - Landfill Gas System	2,115,000
ZGL1124	Humberstone - Environmental Assessment for Vertical Expansion	400,000
ZGL1215	Humberstone - Effluent Discharge Capacity Upgrade	50,000
ZGL1216	Niagara Region 12 - New Leachate Forcemain	525,000
ZGL1217	Mountain Road - Landfill Gas Systems	200,000
ZGL1007	Mountain Road - Leachate Collection System Upgrades	450,000
ZGL1218	Glenridge Quarry - Leachate Collection System Extension	50,000
ZGL1219	Recycling Centre - Facility Improvements	995,000
	Total	**5,700,000**

Long-Term Debt Strategy

The Niagara Region's strategy relating to debt over the past several years has been to include in the annual capital budget as long-term debenture financing, an amount equal to the present value of the debt servicing costs relieved in the year. The effect is that the tax levy bears no impact, however prior to this strategy debt had been authorized without establishing permanent funding associated to the debt servicing costs. This has meant a capital funding gap called unfunded debt remains.

The majority of unfunded debt relates to Niagara Regional Police Service long-term accommodations project in the amount of $77.9 million.

Going forward staff will work towards reducing the amount of department related unfunded debt from previous year's capital budgets through debt substitutions made possible by utilizing funds available from completed capital projects under budget; capital reserve balances and the like. The unfunded debt related to the Niagara Regional Police Service long-term accommodations project will require debt financing with debt servicing costs potentially incremental to the levy.

Long-Term Debt:

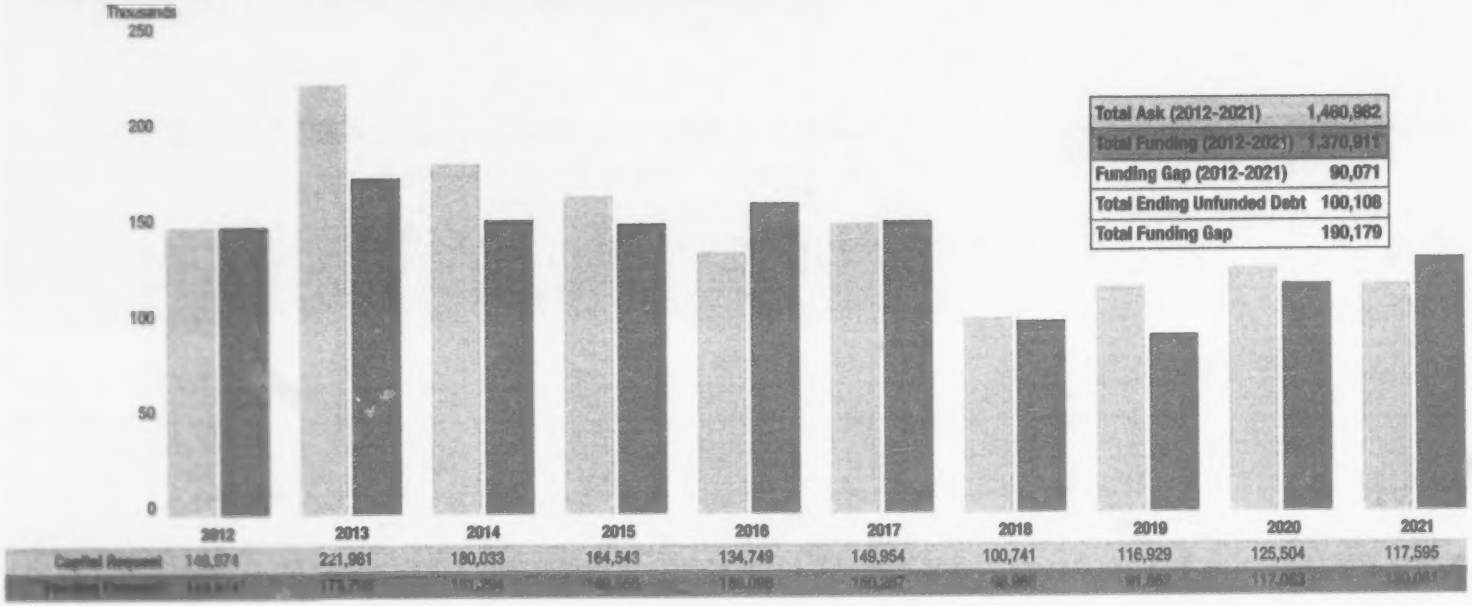
	2012 Beginning Balance	Add: New Debentures	Less: Principal Repayments	2012 Ending Balance
LEVY				
Corporate & Technology	$6,376,061	$-	$(2,266,745)	$4,109,315
Properties Management	22,680,009	11,993,290	(1,089,870)	33,583,428
Integrated Community Planning	781,886	-	(163,793)	618,093
Transportation	74,570,656	21,336,667	(11,468,982)	84,438,340
Community Services	24,787,427	2,366,667	(1,635,369)	25,518,725
Public Health	1,295,896	500,000	(351,095)	1,444,801
Niagara Regional Police Service	22,225,881	2,308,333	(3,402,630)	21,131,585
Niagara Regional Housing	6,890,612	7,359,716	(903,869)	13,346,459
Total Levy	**159,608,428**	**45,864,673**	**(21,282,354)**	**184,190,747**
RATE				
Water	11,941,444		(400,233)	11,541,212
Wastewater	74,991,949		(2,358,142)	72,633,806
Waste Management	19,022,209		(3,917,375)	15,104,834
Total Rate	**105,955,602**	**-**	**(6,675,750)**	**99,279,852**
Total Long Term Debt Outstanding	**$265,564,030**	**$45,864,673**	**$(27,958,104)**	**$283,470,599**
DEBT PER CAPITA	**$596.29**			**$636.49**
Add: Total Ending Unfunded Debt				100,108,152
Total Long Term Debt Authorized				**$383,578,751**
DEBT PER CAPITA WITH ALL AUTHORIZED DEBT ISSUED				**$861.27**

Unfunded Debt

	Properties Management	Transportation	Community Services	Public Health	Niagara Regional Police Service	Niagara Regional Housing	Total
Beginning Unfunded Debt	$ 3,879,871	$ 12,065,000	$ 7,100,000	$ 1,500,000	$ 84,851,000	$ 1,803,357	$ 111,199,228
Add: Authorized Debenture	10,700,000	17,315,000				6,758,597	34,773,597
Less: New Debentures Authorized*	(11,993,290)	(21,336,667)	(2,366,667)	(500,000)	(2,308,333)	(7,359,716)	(45,864,673)
Ending Unfunded Debt	**$ 2,586,581**	**$ 8,043,333**	**$ 4,733,333**	**$ 1,000,000**	**$ 82,542,667**	**$ 1,202,238**	**$ 100,108,152**

*Debenture amounts are estimated as one third of the 2011 outstanding balance (excluding NRPS long-term accomodations project) plus the 2012 capital budget approval. The amount of debt anticipated to be issued is a maximum level included for planning purposes and is subject to change depending on final capital project costs and completion dates.

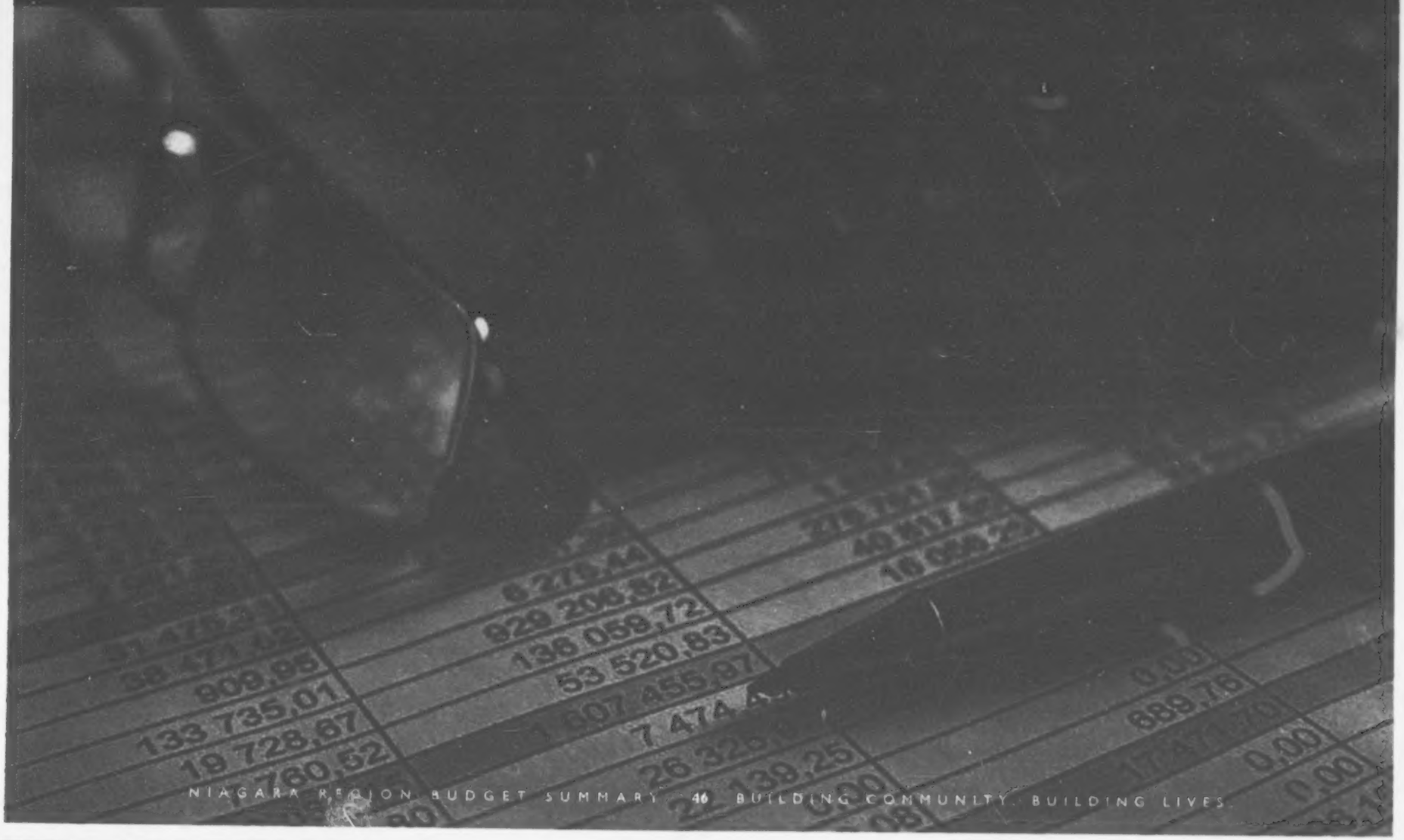
2012 Approved Capital Budget and Nine Year Forecast



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Capital Request	148,974	221,961	180,033	164,543	134,749	149,954	100,741	116,929	125,504	117,595

Prior to the NRPS board approval, the forecast included two projects in the amount of $13 million (2013 and 2014). This forecast accurately reflects the board approved forecast which includes one project in the amount of $15 million (2013) causing a net reduction of $11 million in the 10 year funding gap.

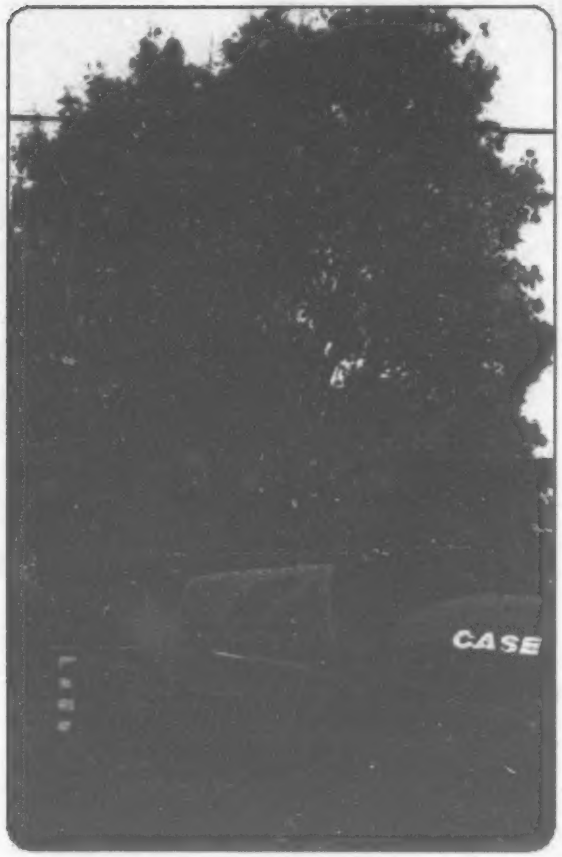
Financial Information



2012 Reserves and Reserve Fund Forecast

Description	Balance at December 31 2011	Forecasted Net Transfers to/(from) Operating 2012	2012 Approved Capital Budget	Forecast Balance at December 31 2012
Ambulance Communication	$1,947,261			$1,947,261
Chemical, Biological, Radiological, Nuclear (CBRN) Emergency Response Team	201,938	50,000	(200,000)	51,938
Ambulance Replacement	348,682	755,000	(725,000)	378,682
New Affordable Housing Development Initiative	9,437,690			9,437,690
Fleet Equipment Replacement	6,371,133	1,693,330	(3,346,000)	4,718,463
Police Equipment Replacement	212,591	1,700,000	(1,600,000)	312,591
Welland Canal Crossings	141,695			141,695
NRH Owned Units	3,672,273	398,576	(398,576)	3,672,273
PW Field Admin. Equip. Replacement	99,752	100,000	(195,000)	4,752
Senior Services Capital	2,870,492	410,260	(447,100)	2,833,652
Public Health	538,742	(311,000)		227,742
Police Emergency Preparedness	50,000			50,000
Fire Co-ordinator	89,019	13,143		102,162
Community Services Buildings	87,282			87,282
POA Facility Renewal	1,694,058	1,500,000	(500,000)	2,694,058
Police Capital Levy	1,112,703	1,200,000	(1,130,000)	1,182,703
General Capital Levy	7,705,196	11,300,000	(12,145,000)	6,860,196
Public Health Vehicles & Equipment	366,040			366,040
Ontario Police Training Video Alliance	31,250			31,250
Specialized Transit Equipment	286,193			286,193
Total Levy Supported Capital	**37,263,992**	**18,809,309**	**(20,686,676)**	**35,386,625**
Investment Income Stabilization	1,003,287	(700,000)		303,287
NRH Rent Supplement	890,115	(700,000)		190,115
Social Assistance	8,489,459	(937,883)		7,551,576
Childrens Services	700,341			700,341
Health Unit Wallington	44,778			44,778
Year End Transfer	2,836,664	(2,836,664)		-
Police Contingency	436,029			436,029
Contingency	7,143,725	2,527,667		9,671,392
Improvement Initiatives	497,149	436,093		933,242
Police Services Board Contingency	130,154	(70,000)		60,154
Taxpayer Relief	5,174,900	(1,725,000)		3,449,900
Total Stabilization Reserves	**27,346,602**	**(4,005,787)**	**-**	**23,340,815**

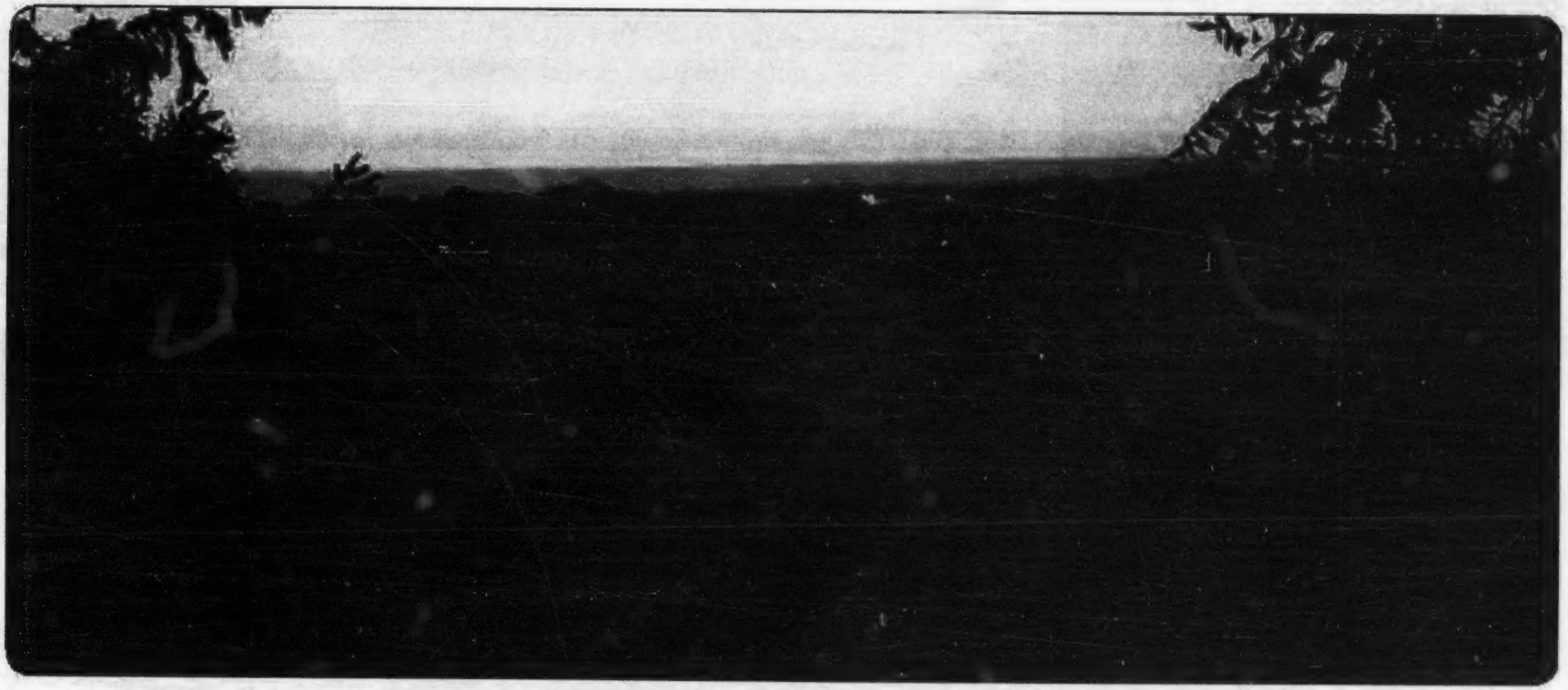
2012 Reserves and Reserve Fund Forecast



Description	Balance at December 31 2011	Forecasted Net Transfers to/(from) Operating 2012	2012 Approved Capital Budget	Forecast Balance at December 31 2012
Police Accumulated Sick	4,526,341	(250,000)		4,276,341
Regional OMERS	13,052			13,052
Future Benefit Cost	2,355,449			2,355,449
WSIB	14,123,030	(35,050)		14,087,980
Accumulated Sick Leave	2,984,434	(225,000)		2,759,434
Unrecorded Liabilities Public Sector Accounting Board	6,779,192			6,779,192
Employee future benefits - NRH	803,974			803,974
Police Future Benefits	1,115,738	800,000		1,915,738
Police WSIB	2,219,590	225,000		2,444,590
Sub-total Employee Benefit Liabilities	**34,920,800**	**514,950**	**-**	**35,435,750**
Tax Write off Stabilization	5,000,000			5,000,000
Self Insurance	2,513,784			2,513,784
Land Ambulance Severance	4,211,264	470,067		4,681,331
Total Liabilities	**46,645,848**	**985,017**	**-**	**47,630,865**
Niagara College Commitment	85,000			85,000
Circle Route Initiatives	1,482,681			1,482,681
Corporate Employee Recognition Team (CERT)	411,059	(41,850)		369,209
Encumbrance	2,654,811	(2,654,811)		-
Hospital Contributions	1,000,000	796,750		1,796,750
Smart Growth	1,754,896	(70,342)		1,684,554
Total Regional Commitments	**7,388,447**	**(1,970,253)**	**-**	**5,418,194**
Sewage Operations Capital Works	48,263,653	18,779,132	(29,436,000)	37,606,785
Water Operations Capital Works	64,374,944	19,542,741	(22,049,000)	61,868,685
Waste Management	15,770,260	781,930	(5,700,000)	10,852,190
Total Rate Supported Capital	128,408,856	39,103,803	(57,185,000)	110,327,659
Unallocated Interest on Reserve Funds		1,000,000		1,000,000
Total (Excluding Deferred Revenues)	**$247,053,748**	**$52,922,089**	**$(77,871,676)**	**$222,104,158**

Deferred Revenues (Development Charges & Gas Tax Reserve Funds)

	Balance at December 31 2011	Forecasted Net Transfers to/(from) Operating 2012	2012 Approved Capital Budget	Forecast Balance at December 31 2012
Development Charges-General Government	$436,805	$80,000		$516,805
Development Charges-Public Works	187,951			187,951
Development Charges-Police Services	1,027,353	150,000		1,177,353
Development Charges-Roads	15,731,856	5,020,000	(11,000,000)	9,751,856
Development Charges-Sewer	7,524,259	3,300,000	(4,894,000)	5,930,259
Development Charges-Water	10,956,929	1,400,000	(101,000)	12,255,929
Development Charges-Emergency Medical	130,007			130,007
Federal Gas Tax	14,140,103	13,100,000	(13,100,000)	14,140,103
Total	**$50,135,263**	**$23,050,000**	**$(29,095,000)**	**$44,090,263**



Explanation of Object of Expenditure

Expenditures

Personnel Costs - include all salaries, benefits, and personnel related allowances (meals, clothing, training, etc).

Administrative Expenses - include some allowances (car, mileage, etc.), memberships, training and related expenses and other miscellaneous expenses.

Materials, Supplies and Utilities - include costs for; chemical, medical and office supplies, small equipment, waste management supplies, and all utilities.

Repairs & Maintenance - include all costs to repair or maintain equipment, property and vehicles.

Purchased Services and Other Operating Expenses - include costs for audit, advertising, consulting, insurance, leases, contracted services, Provincial Offenses Act (POA) expenses and other expenses.

Social Assistance - costs include all Ontario Works allowances and benefits program costs.

Financial Expenditures - include all interest charges, principal debt payments, tax write-offs, and bad debt expense. The debt related charges included in this section get allocated to departments though the chargeback/recovery process.

Capital Equipment and Renovation - costs include all capital expenditures processed through the operating statement.

Interfunctional Operating Charges - include all departmental chargebacks for various services. Chargebacks are recorded internally as a mechanism to reflect the full cost of each department. It is widely recognized within the organization that the current chargeback model does not achieve full cost accounting and as such FMP will lead a review of the current chargeback model in 2012. For departments, interfunctional operating charges include insurance costs, rental costs, audit costs, WSIB costs, allocated salary costs, debt related costs, IT related costs, and many other interfunctional cost allocations. At a corporate level this will balance to interfunctional operating recoveries.

Interfunctional Operating Recoveries - include all department recoveries for various services described in the interfunctional operating charges above. At a corporate level this will balance to interfunctional operating charges.

Niagara Regional Housing (NRH) Provider Subsidy and Supplements - include all rent supplements and the use of all housing related subsidies.

Transfer to Reserves and Reserve Funds - include all transfers of funds in the current year from operating to a reserve or reserve fund. At a corporate level the net of the transfers to reserves and the transfers from reserves represents our total contribution to reserves or draw on reserves in the year.

External Recoveries - include all costs the Region recovers from outside boards and agencies or other external parties. It mainly includes debt charges recovered from area municipalities, school boards, and Niagara Peninsula Conservation Authority (NPCA).

Capital Recoveries - include all costs that are incurred in the operating statements but subsequently allocated to capital projects. It mainly includes personnel costs and project management fees allocated to capital projects.

Revenues

Taxation – Levy - includes all revenues received from area municipalities including Payment-in-lieu (PIL) and supplemental. It also includes power dams revenue.

Taxation - Rate - includes all funds received to support water and wastewater operations.

Ontario/Canada Grants - include all funds received from the provincial and federal governments.

Fees and Services Charges - include child care fees, health fees, police fees (i.e. accident reports, etc), seniors homes fees (i.e. long term care accommodations fees), road fees, waste management fees (i.e. requisitions on local area municipalities) and other miscellaneous fees (i.e. zoning).

Other Revenue - includes investment income, POA revenue, recycling revenue, NRH revenue, and other revenue.

Transfers from Reserves & Reserve Funds - Transfers from reserves and reserve funds include all transfers of funds in the current year to operating from a reserve or reserve fund. At a corporate level the net of the transfers from reserves and the transfers to reserves represents our total contribution to reserves or draw on reserves in the year.